OPERATIONS SECTION CHIEF

Mission: Develop and implement strategies and tactics to carry out the objectives established by the Incident Commander. Organize, assign, and supervise the resources of the Staging Area, the Medical Care, Infrastructure, Security, Hazardous Materials (HazMat), Business Continuity, and Patient Family Assistance Branches.

Position Reports to: **Incident Commander**	Command Location: _____	
Position Contact Information: Phone: (____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain a briefing from the Incident Commander on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Operations Section Chief • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Staging Manager, and the Medical Care, Infrastructure, Security, Hazardous Materials (HazMat), Business Continuity, and Patient Family Assistance Branch Directors • Provide information to the Incident Commander on the operational situation including capabilities and limitations		
Determine the incident objectives, tactics, and assignments • Determine which Operations Section functions need to be activated: o Staging Area o Medical Care Branch o Infrastructure Branch o Security Branch o HazMat Branch o Business Continuity Branch o Patient Family Assistance Branch • Document section objectives, tactics, and assignments on the HICS 204 – Assignment List • Make assignments and distribute corresponding Job Action Sheets and position identification		

OPERATIONS SECTION CHIEF

• Determine strategies and how the tactics will be accomplished • Determine needed resources • Brief section personnel on the situation, strategies, and tactics, and designate a time for the next briefing		
Activities • Ensure the following are being addressed with the appropriate branch or unit: o Staff health and safety o Patient tracking o Patient care o Patient family support o Transfers into and from the hospital o Fatality management o Information sharing with other hospitals and local agencies (e.g., emergency medical services, fire, law, public health and emergency management) in coordination with the Liaison Officer o Personnel and resource movement through the staging area o Documentation o Patient care treatment standards and case definitions with public health officials, as appropriate o Ensure coordination with any assisting or cooperating agency or corporate command center o Personnel needs with Logistics Section Labor Pool and Credentialing Unit Leader, supply and equipment needs with the Logistics Section Supply Unit Leader, projections and needs with the Planning Section, and financial matters with the Finance/Administration Section • Ensure that the Operations Section is adequately staffed and supplied • Communicate with Operations Section personnel to: o Obtain information and updates regularly from Operations Section Branch Directors and Staging Manager o Maintain the current status of all areas o Inform the Planning Section Situation Unit Leader of status information • Conduct an Operations Briefing to present the Incident Action Plan (IAP) to clarify staff responsibilities • Collaborate with appropriate Medical-Technical Specialists as needed • Communicate with other Section Chiefs: o Logistics Section for resource needs and activities o Planning Section for activities that have occurred; then keep updated with status and utilization of resources o Finance/Administration Section for personnel time records; potential compensation and claims and canceled surgeries and procedures		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: Distribute the Communications List appropriately • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As appropriate, complete a Facility System Status Report and report the results to the Incident Commander • HICS 252: Distribute a Section Personnel Time Sheet to section staff; ensure time is recorded appropriately, and submit to Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 257: Track the equipment used on the Resource Accounting Record		

OPERATIONS SECTION CHIEF

Resources • Determine equipment and supply needs; request them from the Logistics Section Supply Unit Leader • Assess issues and needs in section areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all section personnel comply with safety procedures and instructions • Determine if a communicable disease risk exists; implement appropriate response procedures collaborating with the appropriate Medical-Technical Specialist, if activated • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Operations Section Chief role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the following are being addressed with the appropriate section, branch, or unit:
  o Section personnel health and safety
  o Patient tracking
  o Patient care
  o Patient family support
  o Transfers into and from the hospital
  o Fatality management
  o Information sharing with other hospitals and local agencies (e.g., emergency medical services, fire, law, public health and emergency management) in coordination with the Liaison Officer
  o Personnel and resource movement through the staging area
  o Documentation
  o Patient care treatment standards and case definitions with public health officials, as appropriate
  o Ensure coordination with any assisting or cooperating agency
  o Personnel needs with Logistics Section Labor Pool and Credentialing Unit Leader, supply and equipment needs with the Logistics Section Supply Unit Leader, projections and needs with the Planning Section, and financial matters with the Finance/Administration Section
• Ensure that the Operations Section is adequately staffed and supplied
• Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Operations Section
• Designate a time for a briefing and updates with Operations Section leadership to update the Incident Action Plan (IAP)
• Schedule meetings with the Branch Directors and Staging Manager to update the section plans and demobilization procedures		

OPERATIONS SECTION CHIEF

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document actions, decisions, and information received on Activity Log		
Resources • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed, coordinating with Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Review personnel protective equipment use; revise as needed • Ensure staff health and safety issues are being addressed; report issues to the Safety Officer and Logistics Section Employee Health and Well-Being Unit • Ensure patient safety issues are identified and addressed • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Operations Section Chief role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue to monitor the ability of Operations Section personnel to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Address issues related to ongoing patient care including:
  o Ongoing patient arrival
  o Bed availability
  o Patient transfers
  o Patient tracking
  o Staff health and safety
  o Behavioral health for patients, families, staff, and incident management personnel
  o Fatality management
  o Staffing
  o Staff prophylaxis
  o Medications
  o Equipment and supplies
  o Personnel and resource movement through staging area
  o Coordination with other area hospitals
  o Documentation
• Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Operations Section		

OPERATIONS SECTION CHIEF

• Designate a time for a briefing and updates with Operations Section leadership to update the Incident Action Plan (IAP)		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document actions, decisions, and information received on Activity Log • HICS 257: Track equipment used during the response on the Resource Accounting Record		
Resources • Monitor levels of all supplies and equipment, and collaborate on needs with the Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Observe section personnel for signs of stress and inappropriate behavior; report issues to the to the Safety Officer and Logistics Section Employee Health and Well-Being Unit • Provide for personnel rest periods and relief • Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Operations Section Chief role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, demobilization actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate staff are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• As objectives are met and needs decrease, return the Operations Section personnel to their usual jobs and combine or deactivate positions in a phased manner, in coordination with the Planning Section Demobilization Unit Leader
• Assist Section Chiefs in restoring the hospital to normal operations
• Through the Liaison Officer and Public Information Officer, share patient information with external agencies as needed and in accordance with patient privacy policies
• Work with the Planning and Finance/Administration Sections to complete cost data information collection
• Upon deactivation of your position, brief the Incident Commander on current problems, outstanding issues, and follow up requirements
• Debrief section personnel on lessons learned and procedural or equipment changes needed
• Participate in other briefings and meetings as required		

OPERATIONS SECTION CHIEF

• Submit comments to the Planning Section for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 205A - Communications List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 251 - Facility System Status Report ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 254 - Disaster Victim/Patient Tracking ❑ HICS 255 - Master Patient Evacuation Tracking ❑ HICS 257 - Resource Accounting Record ❑ HICS 259 - Hospital Casualty/Fatality Report ❑ HICS 260 - Patient Evacuation Tracking ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

STAGING MANAGER

Mission: Organize and manage the deployment of supplementary resources, including personnel, vehicles, equipment, supplies, and medications.

Position Reports to: **Operations Section Chief**	Command Location: _____	
Position Contact Information: Phone: (_____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Staging Manager • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from Staging Areas • Provide information to the Operations Chief on the operational situation		
Determine area objectives, tactics, and assignments • Document area objectives, tactics, and assignments on the HICS 204: Assignment List • Determine which Staging Area Teams need to be activated o Personnel Staging Team o Vehicle Staging Team o Equipment/Supply Staging Team o Medication Staging Team • Based on the incident objectives for the response period consider the issues and priorities: o Determine strategies and how the tactics will be accomplished o Determine needed resources • Make assignments; distribute corresponding Job Action Sheets and position identification • Brief area personnel on the situation, strategies, and tactics, and designate time for next briefing		

STAGING MANAGER

Activities
• Coordinate delivery to requesting areas of needed resources:
  o Personnel
  o Vehicles
  o Equipment and supplies
  o Medications
• Participate in the planning meeting and development of the Incident Action Plan (IAP)
• Implement Staging Area plans, if appropriate, and monitor activities
  o Identify an appropriate area to serve as staging area for the receipt and distribution of personnel and equipment
  o Assess problems and needs; coordinate resource management
  o Instruct all Staging Team Leaders to inventory and evaluate onsite equipment, supplies, and medications; then coordinate their needs with the Logistics Section Supply Unit Leader
  o Coordinate staffing needs with the Logistics Section Labor Pool and Credentialing Unit Leader; report status to the Operations Section Chief
  o Ensure the prioritization of problems when multiple issues are presented
• Communicate regularly with Staging Area Team Leaders and Operation Section personnel
• Consider development of an area action plan; submit to the Operations Chief if requested
• Brief Staging Team Leaders on the current situation; outline the Staging Area action plans, if used, and confirm the time for the next briefing
• Regularly report the Staging Area status to the Operations Section Chief
• Advise the Operations Section Chief immediately of any operational issue you are not able to correct
• Communicate regularly with other section chiefs
• Meet with the Operations Section Chief and the Logistics Section Chief, as appropriate, to discuss plan of action and staffing in all activities		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to Staging Area personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

STAGING MANAGER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Staging Manager role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Communicate resource problems encountered to the Logistics Section Chief, as appropriate
• Coordinate patient care support and staff
  o Continue coordinating delivery of needed personnel, equipment, supplies, medications, and support services, working with the Logistics and Planning Sections and the Operations Section Branch Directors, as needed
  o Coordinate the use of external resources
  o Ensure documentation is completed correctly and collected
• Coordinate the assignment and orientation of external personnel sent to assist the Staging Teams
• Meet regularly with the Operations Section Chief for status reports
• Advise the Operations Section Chief immediately of any operational issue you are not able to correct
• Provide status updates to team leaders		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

STAGING MANAGER

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Staging Manager role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Monitor operations and documentation
• Continue to monitor the ability of the Staging Area Teams to meet workload demands, personnel health and safety, resource needs, and documentation practices		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Staging Manager role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • As needs for Staging Area decrease, return staff to their normal jobs and combine or deactivate positions in a phased manner, in coordination with the Planning Section Demobilization Unit Leader • Assist the Operations Section Chief with restoring hospital resources to normal operating conditions • Ensure the return, retrieval, and restocking of equipment and supplies • Notify the Operations Section Chief when demobilization and restoration is complete • Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements • Debrief area personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital blueprints and maps ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

PERSONNEL STAGING TEAM LEADER

Mission: Organize and manage the deployment of supplementary personnel resources.

Position Reports to: **Staging Manager**	Command Location: _____	
Position Contact Information: Phone: (_____) _____-_____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____-_____	Fax: (____) _____-_____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Staging Manager on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Personnel Staging Team Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from Staging Areas, the Planning Section Personnel Tracking Manager, and the Logistics Section Labor Pool and Credentialing Unit Leader • Provide information to the Staging Manager on the operational situation		
Determine area objectives, tactics, and assignments • Document staging area objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Personnel Staging Team personnel in collaboration with the Staging Manager o Determine strategies and how the tactics will be accomplished o Determine needed resources • Make assignments; distribute corresponding Job Action Sheets and position identification • Brief area personnel on the situation, strategies, and tactics, and designate the time for next briefing		

PERSONNEL STAGING TEAM LEADER

Activities • Have personnel reporting to staging area sign in on Hospital Personnel Staging Log • Maintain the personnel staging area in an organized manner • Consider whether personnel are to stay in the area or may return to normal work location to be contacted with an assignment when needed • Coordinate the delivery of needed personnel resources to requesting areas in coordination with the Logistics Section Labor Pool and Credentialing Unit Leader and Transportation Unit Leader • Instruct all team personnel to evaluate personnel needs; report findings to the Staging Manager and the Logistics Section Labor Pool and Credentialing Unit Leader • Establish and maintain contact with the Planning Section Personnel Tracking Manager and the Logistics Section Labor Pool and Credentialing Unit Leader to share information and personnel status • Assess problems and needs in the area; coordinate resource management • Communicate and meet regularly with the Staging Manager, other Staging Area Team Leaders, and team personnel to discuss the plan of action, staffing in all activities, report status, and to relay important information • Consider development of a team action plan; submit to the Staging Manager if requested • Brief team personnel on current situation; outline area action plan and confirm time for next briefing • Advise the Staging Manager immediately of any operational issue you are not able to correct		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to team personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Assess issues and needs in area; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial
Activities • Transfer the Personnel Staging Team Leader role, if appropriate		

PERSONNEL STAGING TEAM LEADER

o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Coordinate patient care support and staff o Continue coordinating delivery of needed personnel, equipment, supplies, medications, and support services, working with the Logistics and Planning Sections and the Operations Section Branch Directors, as needed o Coordinate the use of external resources o Ensure documentation is completed correctly and collected • Ensure the prioritization of problems when multiple issues are presented • Provide status updates to other Team Leaders • Communicate regularly with the Staging Manager and the Operations Section • Report resource problems and issues to the Staging Manager and the Logistics Section Supply Unit Leader, as appropriate • Advise the Staging Manager immediately of any operational issue you are not able to correct • Continue to meet regularly with the Staging Manager for status reports, and relay important information.		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Personnel Staging Team Leader role, if appropriate		

o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Work with the Operations Section Chief and the Logistics Section Support Branch on the assignment of external resources • Continue to monitor the ability of the Personnel Staging Team to meet workload demands, personnel health and safety, resource needs, and documentation practices		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in staging areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Personnel Staging Team Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)		

PERSONNEL STAGING TEAM LEADER

• As needs for Personnel Staging Team decrease, return staff to their normal jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Assist the Staging Manager and the Operations Section Chief with restoring hospital resources to normal operating conditions • Ensure the return, retrieval, and restocking of equipment and supplies • Notify the Staging Manager when demobilization and restoration is complete • Upon deactivation of your position, brief the Staging Manager on current problems, outstanding issues, and follow up requirements • Debrief area personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes, as needed • Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Personnel Staging Log ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

VEHICLE STAGING TEAM LEADER

Mission: Organize and manage the deployment of supplementary vehicle resources.

Position Reports to: **Staging Manager**	Command Location: _____	
Position Contact Information: Phone: ( ) -	Radio Channel: _____	
Hospital Command Center (HCC): Phone: ( ) -	Fax: ( ) -	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Staging Manager on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Vehicle Staging Team Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from Staging Areas and Operations Sections • Provide information to the Staging Manager on the operational situation		
Determine area objectives, tactics, and assignments • Document area objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Vehicle Staging Team personnel in collaboration with the Staging Manager o Determine strategies and how the tactics will be accomplished o Determine needed resources • Make assignments; distribute corresponding Job Action Sheets and position identification • Brief area personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Identify vehicle holding areas within the Staging Areas, as appropriate • Maintain an organized area and inventory control		

VEHICLE STAGING TEAM LEADER

• Coordinate the delivery and assignment of needed vehicles, working with the Logistics Section Transportation Unit • Establish and maintain contact with the Planning Section Materiel Tracking Manager and the Logistics Section Transportation Unit Leader to share information and vehicle status • Assess problems and needs in the area; coordinate resource management • Communicate and meet regularly with the Staging Manager, other Staging Area Team Leaders, and team personnel to discuss a plan of action, if needed, staffing for all activities, report status, and to relay important information • Consider development of a team action plan; submit to the Staging Manager if requested • Brief team personnel on the current situation; outline the area action plan, if used, and confirm the time for next briefing • Advise the Staging Manager immediately of any operational issue you are not able to correct		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to team personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Assess issues and needs in area; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Vehicle Staging Team Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue coordinating the delivery and assignment of needed vehicles, working with the Logistics Section Transportation Unit
• Coordinate the use of external resources		

VEHICLE STAGING TEAM LEADER

• Ensure the prioritization of problems when multiple issues are presented • Ensure documentation is done correctly and collected • Provide status updates to team leaders • Communicate regularly with the Staging Manager and the Operations Section Chief • Report resource problems and issues to the Staging Manager • Advise the Staging Manager immediately of any operational issue you are not able to correct • Continue to meet regularly with the Staging Manager for status reports, and to relay important information		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Vehicle Staging Team Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Work with the Operations Section Chief and the Logistics Section Support Branch on the assignment of external resources
• Continue to monitor the ability of the Vehicle Staging Team to meet workload demands, personnel health and safety, resource needs, and documentation practices
  o Rotate personnel on a regular basis		

VEHICLE STAGING TEAM LEADER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Vehicle Staging Team Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• As needs for Vehicle Staging Team personnel decrease, return staff to their normal jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Assist the Staging Manager and the Operations Section Chief with restoring hospital resources to normal operating conditions
• Ensure the return, retrieval, and restocking of equipment and supplies
• Notify the Staging Manager when demobilization and restoration is complete
• Upon deactivation of your position, brief the Staging Manager on current problems, outstanding issues, and follow up requirements
• Debrief area personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists		

o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

EQUIPMENT/SUPPLY STAGING TEAM LEADER

Mission: Organize and manage the deployment of supplementary equipment and supply resources.

Position Reports to: **Staging Manager**	Command Location: _____	
Position Contact Information: Phone: (_____) _____-_____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (_____) _____-_____	Fax: (_____) _____-_____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Staging Manager on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Equipment/Supply Staging Team Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from staging areas • Provide information to the Staging Manager on the operational situation		
Determine area objectives, tactics, and assignments • Document area objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Equipment/Supply Staging Team personnel in collaboration with the Staging Manager o Determine strategies and how the tactics will be accomplished o Determine needed resources • Make assignments; distribute corresponding Job Action Sheets and position identification • Brief area personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Identify equipment holding areas within Staging Area, as appropriate • Maintain an organized location and inventory control system		

EQUIPMENT/SUPPLY STAGING TEAM LEADER

• Coordinate, in collaboration with the Logistics Section Transportation Unit Leader, the delivery of needed equipment and supplies to requesting areas
• Communicate regularly with the Staging Manager and Staging Team personnel
  o Regularly report equipment and supply status to the Staging Manager
  o Meet regularly with the Staging Manager for status reports, and relay important information to team personnel
• Communicate regularly with other Staging Area Team Leaders
  o Meet with the Staging Manager and Team Leaders, as appropriate, to discuss the plan of action and staffing for all activities
• Communicate regularly with other sections
  o Report equipment and supply resource inventories to the Planning Section Materiel Tracking Manager
  o Report status of equipment and resource needs to the Logistics Section Support Branch
• Consider development of a team action plan; submit to the Staging Manager if requested
• Advise the Staging Manager immediately of any operational issue you are not able to correct		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to team personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Assess issues and needs in area; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Equipment/Supply Staging Team Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)		

EQUIPMENT/SUPPLY STAGING TEAM LEADER

• Continue coordinating delivery of needed equipment and supplies, working with the Logistics Section Supply Unit Leader, or others as appropriate • Ensure the following are being addressed: o Prioritization of problems when multiple issues are presented o Documentation is done correctly and collected o Coordinated use of external resources • Provide status updates to team personnel • Report resource problems and issues to the Staging Manager • Advise the Staging Manager immediately of any operational issue you are not able to correct • Continue to meet regularly with the Staging Manager for status reports, and to relay important information		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**
Activities • Transfer the Equipment/Supply Staging Team Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Monitor operations and documentation • Continue to monitor the ability of the Equipment/Supply Staging Team to meet workload demands, personnel health and safety, resource needs, and documentation practices		

EQUIPMENT/SUPPLY STAGING TEAM LEADER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Equipment/Supply Staging Team Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• As needs for Equipment/Supply Staging Team decrease, return staff to their normal jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Assist the Staging Manager and the Operations Section Chief with restoring hospital resources to normal operating conditions
• Ensure the return, retrieval, and restocking of equipment and supplies
• Notify the Staging Manager when demobilization and restoration is complete
• Upon deactivation of your position, brief the Staging Manager on current problems, outstanding issues, and follow up requirements
• Debrief area personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes, as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists		

o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

MEDICATION STAGING TEAM LEADER

Mission: Organize and manage the deployment of supplementary medications.

Position Reports to: **Staging Manager**	Command Location: _____	
Position Contact Information: Phone: (_____) _____-_____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____-_____	Fax: (____) _____-_____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Staging Manager on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medication Staging Team Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Staging Manager and the Operations Section Chief • Provide information to the Staging Manager on the operational situation		
Determine area objectives, tactics, and assignments • Document area objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Medication Staging Team personnel in collaboration with the Staging Manager o Determine strategies and how the tactics will be accomplished o Determine needed resources • Make assignments; distribute corresponding Job Action Sheets and position identification • Brief team personnel on the situation, strategies, and tactics, and designate time for next briefing		

MEDICATION STAGING TEAM LEADER

Activities
• Identify medication and pharmaceutical holding area in staging area, as appropriate
• Maintain an organized area and inventory control system
• Instruct all team personnel to evaluate medication inventories and needs; report the status to the Staging Manager
• Coordinate the delivery of needed medication resources to requesting area
• Assess problems and needs in each unit area, such as electrical power and security; coordinate resource management
• Communicate regularly with the Staging Manager and team personnel
  o Regularly report medication supply status to the Staging Manager
  o Meet regularly with the Staging Manager for status reports, and to relay important information to Medication Staging Team
• Communicate regularly with the other Staging Area Team Leaders
• Report medication inventories to the Planning Section Materiel Tracking Manager
• Consider development of a team action plan; submit to the Staging Manager if requested
• Advise the Staging Manager immediately of any operational issue you are not able to correct		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to team personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Assess issues and needs in area; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Medication Staging Team Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

MEDICATION STAGING TEAM LEADER

o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Continue coordinating the delivery of needed medications, working with the Logistics Section Supply Unit • Ensure the following are being addressed: o Documentation is done correctly and collected o Inventory security and control o Prioritizing problems when multiple issues are presented o Maintaining medications at proper temperatures o Coordinating the use of external resources • Provide status updates to Team Leaders • Report resource problems and issues to the Staging Manager and the Logistics Section Supply Unit Leader, as appropriate • Advise the Staging Manager immediately of any operational issue you are not able to correct • Continue to meet regularly with the Staging Manager for status reports, and to relay important information		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Medication Staging Team Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Work with the Operations Section Chief and the Logistics Section Support Branch on the assignment of external resources • Continue to monitor the ability of the Medication Staging Team to meet workload demands, personnel health and safety, resource needs, and documentation practices		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Medication Staging Team Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • As needs for Medication Staging Team decrease, return staff to their normal jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Assist the Staging Manager and the Operations Section Chief with restoring hospital resources to normal operating conditions • Ensure the return, retrieval, and restocking of equipment and supplies		

MEDICATION STAGING TEAM LEADER

• Notify the Staging Manager when demobilization and restoration is complete • Upon deactivation of your position, brief the Staging Manager on current problems, outstanding issues, and follow up requirements • Debrief area personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes, as needed • Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Medication Staging Log ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

MEDICAL CARE BRANCH DIRECTOR

Mission: Organize and manage the delivery of emergency, inpatient, outpatient, casualty care, behavioral health, and clinical support services.

Position Reports to: **Operations Section Chief**	Command Location: _____	
Position Contact Information: Phone: (____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medical Care Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the scope and impact of the incident; obtain information including: o Type and location of incident o Number and categories of expected patients o Estimated arrival time to hospital o Unusual or hazardous environmental exposure o Any special circumstances that must be addressed due to the nature of the incident, such as special languages, cultural needs, or security concerns • Collaborate with Medical-Technical Specialists concerning medical care guidance • Evaluate Medical Care Branch capacity to perform: o Inpatient care o Outpatient care o Casualty care o Behavioral health care o Clinical support services (e.g., laboratory, diagnostic imaging, pharmacy) • Provide information to the Operations Section Chief of the status		
Determine the incident objectives, tactics, and assignments • Document branch objectives, tactics, and assignments on the HICS 204: Assignment List		

MEDICAL CARE BRANCH DIRECTOR

• Based on the incident objectives for the response period consider the issues and priorities: o Determine which Medical Care Branch functions need to be activated: ▪ Inpatient Care Unit ▪ Outpatient Care Unit ▪ Casualty Care Unit ▪ Behavioral Health Unit ▪ Clinical Support Unit ▪ Patient Registration Unit o Consider whether appropriate Medical-Technical Specialists may be needed and, if so, recommend their activation to the Incident Commander o Make assignments, and distribute corresponding Job Action Sheets and position identification o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief branch personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Ensure the hospital's Surge Plan is activated, as appropriate • Ensure that set up and staffing of triage and treatment areas is appropriate to the incident • Ensure the new patients are rapidly assessed and moved to definitive care locations (e.g., admission, surgery, discharge, transfer) • Ensure pre-existing patients receive needed care and reassurance • Ensure patient care documentation • Coordinate with the Inpatient and Casualty Care Unit Leaders to prioritize patient transfer needs • Provide status updates to the Operations Section Chief regularly, advising of accomplishments and issues encountered • Consider development of a branch action plan; submit it to the Operations Section Chief if requested • Provide regular updates to branch personnel and inform them of strategy or tactical changes, as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Operation Section Chief • Assess issues and needs in branch areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

MEDICAL CARE BRANCH DIRECTOR

Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialist, if activated		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Medical Care Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Evaluate the capability of the Medical Care Branch to provide inpatient, outpatient, casualty care, behavioral health, and patient registration services
• Continue coordinating patient care, disposition of patients, and clinical services support
• Ensure patient care needs are met, and that policy decisions to institute crisis standards of care guidelines are determined and communicated effectively
• Activate supplemental staffing procedures as needed
• Assess environmental services or housekeeping needs in all clinical care and clinical support areas
• Meet regularly with the Operations Section Chief for status reports
• Advise the Operations Section Chief immediately of any operational issue you are not able to correct
• Relay updated clinical information and situation reports to Clinical Support Services Unit Leader and other branch personnel; receive updates regularly
• Ensure patient data is collected and shared with appropriate internal and external officials, in collaboration with the Liaison Officer		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions		

• Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Medical Care Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue to monitor the capability of the Medical Care Branch to provide patient care and clinical support services
• Provide updates to the Operations Section Chief and branch personnel
• Provide information to the Logistics and Planning Sections		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

MEDICAL CARE BRANCH DIRECTOR

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Medical Care Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Assist the Operations Section Chief and unit leaders with restoring patient care and clinical support areas to normal operations
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Operations Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 260 - Patient Evacuation Tracking ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

INPATIENT UNIT LEADER

Mission: Assure treatment of inpatients, manage the inpatient care areas, and provide for a controlled patient discharge.

Position Reports to: **Medical Care Branch Director** Command Location: _____		
Position Contact Information: Phone: ( ) - Radio Channel: _____		
Hospital Command Center (HCC): Phone: ( ) - Fax: ( ) -		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Medical Care Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Inpatient Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of inpatient patient care areas • Assess critical issues and treatment needs in inpatient care areas • Provide information to the Medical Care Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Inpatient Unit personnel in collaboration with the Medical Care Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Assist with establishment of inpatient care areas in additional or new locations, as necessary		

• Instruct unit personnel to begin patient priority assessment and to designate those eligible for early discharge; initiate discharges at the direction of the Incident Commander and in coordination with the Medical Care Branch Director • Coordinate with the Planning Section Bed Tracking Manager for bed availability and tracking, as appropriate • Determine staffing needs and place requests with the Medical Care Branch Director • Provide status updates to the Medical Care Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Medical Care Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 260: Provide details on the Patient Evacuation Tracking form		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Medical Care Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialists, if activated		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Inpatient Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue coordination of care and disposition of patients
• Ensure patient records are correctly documented and collected		

INPATIENT UNIT LEADER

• Ensure patient care is prioritized effectively if crisis standards of care are enacted; coordinate with Medical-Technical Specialist: Medical Ethicist as indicated • Assess environmental services or housekeeping needs in all inpatient care areas • In collaboration with the Medical Care Branch Director, prioritize and coordinate patient transfers to other hospitals or locations with the Logistics Section Support Branch Director or Transportation Unit Leader, as appropriate • Meet regularly with the Medical Care Branch Director for status reports • Communicate patient status and location information regularly to the Planning Section Patient Tracking Manager • Advise the Medical Care Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Inpatient Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue inpatient care supervision, including monitoring quality of care, documentation, and safety practices
• Provide updates to the Medical Care Branch Director and unit personnel		

INPATIENT UNIT LEADER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Inpatient Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Medical Care Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Medical Care Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists		

o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 260 - Patient Evacuation Tracking ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Crisis Standards of Care Guidelines ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

OUTPATIENT UNIT LEADER

Mission: Organize and manage the delivery of outpatient services to meet the needs of existing patients and those that are incident related.

Position Reports to: **Medical Care Branch Director** Command Location: _____		
Position Contact Information: Phone: (____) _____ - _____ Radio Channel: _____		
Hospital Command Center (HCC): Phone: (____) _____ - _____ Fax: (____) _____ - _____		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Medical Care Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Outpatient Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of outpatient care areas o Assess current capabilities and project immediate and prolonged capacities to provide outpatient services based on current data o Assess critical issues and treatment needs in outpatient care areas o Consider the impact transportation disruption may have on scheduled patient appointments • Provide information to the Medical Care Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Outpatient Unit personnel in collaboration with the Medical Care Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

OUTPATIENT UNIT LEADER

Activities • Monitor transportation situations that impact scheduled outpatient appointments • Consider the ability of outpatient areas to operate under current conditions (e.g., environmental, power or water outage, computer failure, etc.) • Track and document all outpatient service admissions and dispositions; provide data to the Planning Section Patient Tracking Manager • Triage and prioritize patients to receive care • Provide discharged patients with verbal and written follow up instructions including physician follow up and rescheduled appointments • Provide status updates to the Medical Care Branch Director regularly to discuss Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Medical Care Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 260: Provide details on the Patient Evacuation Tracking form		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Medical Care Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialists, if activated		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Outpatient Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)		

OUTPATIENT UNIT LEADER

• Continue to monitor environmental, transportation, and utility impacts on operations • Continue coordination of care and disposition of patients • Ensure patient records are correctly documented and collected • Ensure patient care is prioritized effectively if crisis standards of care are enacted • Assess environmental services or housekeeping needs in all outpatient care areas • Meet regularly with the Medical Care Branch Director for status reports • Advise the Medical Care Branch Director immediately of any operational issue you are not able to correct		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Outpatient Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue to monitor environmental, transportation, and utility impacts on operations
• Monitor hospital or local pharmacy's ability to fill prescriptions
• Continue outpatient care supervision, including monitoring quality of care, documentation, and safety practices
• Provide updates to the Medical Care Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List		

• HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Outpatient Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Medical Care Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Medical Care Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

OUTPATIENT UNIT LEADER

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 260 - Patient Evacuation Tracking ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Crisis Standards of Care Guidelines ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

CASUALTY CARE UNIT LEADER

Mission: Organize and coordinate the delivery of emergency care to arriving patients.

Position Reports to: **Medical Care Branch Director** Command Location: _____		
Position Contact Information: Phone: ( ) - Radio Channel: _____		
Hospital Command Center (HCC): Phone: ( ) - Fax: ( ) -		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Medical Care Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Casualty Care Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of casualty care areas; assess current capabilities, and project immediate and prolonged capacity to provide casualty care based on current data • Assess critical issues and treatment needs in casualty care areas • Ensure establishment of primary and secondary communication capabilities in casualty care areas • Provide information to the Medical Care Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Casualty Care Unit personnel in collaboration with the Medical Care Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

CASUALTY CARE UNIT LEADER

Activities • Assist with establishment of casualty care areas in additional or new locations, as needed • Identify patient receiving areas and implement patient triage procedures with designated locations for patients with Immediate, Delayed, Minor, Expired, and Expectant needs • Assist with establishment of treatment and morgue areas in additional or new locations, if necessary • Track and document all casualty care patients and their dispositions • Triage and prioritize patients to receive care • Provide status updates to the Medical Care Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Determine staffing needs and place requests with the Medical Care Branch Director • Consider development of a unit action plan; submit to the Medical Care Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed • Facilitate patient dispositions to other areas for diagnostics, studies, observation, admission, or transfer		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 254: Ensure the Disaster Victim/Patient Tracking form is used to document triage, treatment, and disposition of incident victims • HICS 259: As directed by the Planning Section Patient Tracking Manager, document injuries and deaths on the Hospital Casualty/Fatality Report • HICS 260: Provide details on the Patient Evacuation Tracking form		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Medical Care Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialists, if activated		

CASUALTY CARE UNIT LEADER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Casualty Care Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue coordination of care and disposition of patients
• Ensure patient records are documented correctly and collected
• Ensure patient care is prioritized effectively if crisis standards of care are enacted
• Activate the Mass Fatality Plan, if needed, including:
  o Family notification with law enforcement and medical examiner or coroner assistance
  o Patient Family Assistance areas
  o Safe and respectful storage of remains
  o Area security and privacy
  o Proper handling of personal effects
  o Evidence preservation and chain of custody
  o Documentation
  o Coordination with medical examiner or coroner
• Assess environmental services or housekeeping needs in all casualty care areas
• Meet regularly with the Medical Care Branch Director for status reports
• Communicate patient status and location information regularly to the Planning Section Patient Tracking Manager
• Advise the Medical Care Branch Director immediately of any operational issue you are not able to correct		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

CASUALTY CARE UNIT LEADER

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Casualty Care Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue casualty care area supervision, including monitoring quality of care, documentation, and safety practices
• Provide updates to the Medical Care Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Casualty Care Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Assist the Medical Care Branch Director and Unit Leaders with restoring treatment areas and the morgue to normal operations • Ensure the return, retrieval, and restocking of equipment and supplies • As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Medical Care Branch Director when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Medical Care Branch Director on current problems, outstanding issues, and follow up requirements • Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 254 - Disaster Victim/Patient Tracking ❑ HICS 259 - Hospital Casualty Fatality Report ❑ HICS 260 - Patient Evacuation Tracking ❑ Mass Fatality Plan ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Crisis Standards of Care Guidelines ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

BEHAVIORAL HEALTH UNIT LEADER

Mission: Address issues related to behavioral health emergency response, manage the behavioral health care area, and coordinate behavioral health response activities.

Position Reports to: **Medical Care Branch Director**	Command Location: _____	
Position Contact Information: Phone: (____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Medical Care Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Behavioral Health Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information from the Medical Care Branch Director including: o Number and condition of expected patients o Estimated arrival time to hospital o Locations of people who may or may not be victims of the event arriving at the hospital or who are calling to ask for assistance o Any special circumstances that must be addressed due to the nature of the incident, such as special languages, cultural needs, or security concerns • Determine the status of behavioral health areas • Assess current capabilities and project immediate and prolonged capacities to address behavioral health needs based on current data, including coordinating behavioral health needs of patients, families, and staff • Provide information to the Medical Care Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities:		

BEHAVIORAL HEALTH UNIT LEADER

o Appoint Behavioral Health Unit personnel in collaboration with the Medical Care Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Meet with the Medical Care Branch Director and the Logistics Section Employee Health and Well-Being Unit Leader to plan, project, and coordinate behavioral health needs of patients, families, and staff • Provide behavioral health guidance and recommendations to the Medical Care Branch Director based on response needs and potential triggers of psychological effects (e.g., trauma exposure, perceived risk to staff and family, restrictions on movement, resource limitations, and information unavailability) • Communicate with the Medical Care Branch Director and the Planning Section Chief to ensure: o Bed availability in inpatient psychiatry units, if applicable o Additional short and long range behavioral health response needs o Medical community behavioral health care guidance • Determine staffing needs and place requests with the Medical Care Branch Director for behavioral health personnel, nurses, chaplains, experienced volunteers, etc., that can be deployed to key areas of the hospital to provide psychological support and intervention • Determine equipment and supply needs such as toys and coloring supplies for children, behavioral health disaster recovery brochures, fact sheets on specific hazards (e.g., information on chemical agents that include symptoms of exposure), a private area in the hospital where family members can wait for news regarding their loved ones, etc. • Ensure availability of medications necessary to treat behavioral health emergencies as needed • Provide status updates to the Medical Care Branch Director regularly to discuss Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Medical Care Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Medical Care Branch Director • Assess issues and needs in unit areas; coordinate resource management		

BEHAVIORAL HEALTH UNIT LEADER

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialists, if activated		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Behavioral Health Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue to ensure that appropriate behavioral health standards of care are being followed and behavioral health needs are being met
• Participate in the development of risk communication and public information that addresses behavioral health concerns
• Ensure that patient status and location information is regularly submitted to the Planning Section Patient Tracking Officer
• Prioritize and coordinate patient transfers with the Medical Care Branch Director and the Logistics Section Transportation Unit Leader
• Coordinate with the Medical Care Branch Director and the Logistics and Planning Section Chiefs to expand or create a provisional behavioral health care area, if necessary		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques		

• Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Behavioral Health Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue behavioral health area supervision, including monitoring quality of care, documentation, and safety practices
• Continue to ensure the behavioral health needs of patients and families are being met
• Continue to ensure the provision of resources for behavioral health and recovery, and education to children, families, and those with special needs
• Provide updates to the Medical Care Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

BEHAVIORAL HEALTH UNIT LEADER

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Behavioral Health Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Coordinate a plan to address the ongoing behavioral health needs of patients, families, and staff, in conjunction with the Logistics Section Employee Health and Well-Being Unit
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Medical Care Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Medical Care Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

BEHAVIORAL HEALTH UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

CLINICAL SUPPORT UNIT LEADER

Mission: Organize and manage all of the clinical support services providing assistance for the provision of patient care.

Position Reports to: **Medical Care Branch Director** Command Location: _____		
Position Contact Information: Phone: (____) _____ - _____ Radio Channel: _____		
Hospital Command Center (HCC): Phone: (____) _____ - _____ Fax: (____) _____ - _____		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Medical Care Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Clinical Support Services Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of clinic support services • Assess current capabilities, and project immediate and prolonged capacities to provide support services based on current data • Assess critical issues and needs in support areas • Provide information to the Medical Care Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Clinical Support Services Unit personnel in collaboration with the Medical Care Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources ▪ Pharmacy services ▪ Diagnostic imaging services ▪ Laboratory services ▪ Morgue services		

▪ Blood donor services ▪ Chaplaincy and social services • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Assist in maximizing capability of service areas to meet patient needs • Meet with the Medical Care Branch Director to discuss plan of action, any cancellations of routine services, and staffing in all clinical support areas • Determine staffing needs and place request with the Medical Care Branch Director • Provide status updates to the Medical Care Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Medical Care Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Medical Care Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialists, if activated		

Intermediate Response (2 – 12 hours)	Time	Initial
Activities • Transfer the Clinical Support Services Unit Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)		

CLINICAL SUPPORT UNIT LEADER

• Ensure all documentation is correctly prepared • Meet regularly with the Medical Care Branch Director for status reports • Advise the Medical Care Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Clinical Support Services Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue clinical support services supervision, including monitoring quality of care, documentation, and safety practices
• Provide updates to the Medical Care Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management		

• Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Clinical Support Services Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Medical Care Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Medical Care Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

CLINICAL SUPPORT UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Mass Fatality Plan ❑ Crisis Standards of Care Guidelines ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

PATIENT REGISTRATION UNIT LEADER

Mission: Organize and manage inpatient and outpatient registration.

Position Reports to: **Medical Care Branch Director** Command Location: _____		
Position Contact Information: Phone: (____) ____-_____ Radio Channel: _____		
Hospital Command Center (HCC): Phone: (____) ____-_____ Fax: (____) ____-_____		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Medical Care Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Patient Registration Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of patient registration for inpatient and outpatient services • Assess current capabilities and project immediate and prolonged capacities to provide patient registration based on current data • Assess critical issues and needs in registration areas • Provide information to the Medical Care Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Patient Registration Unit personnel in collaboration with the Medical Care Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

PATIENT REGISTRATION UNIT LEADER

Activities • Assist in maximizing capability of service areas to quickly register inpatients and outpatients • Track inpatient and outpatient admissions and discharges in coordination with the Planning Section Patient Tracking Manager • Track and document all incoming and outgoing patients with the Planning Section Situation Unit Leader • Implement "downtime registration" procedure when needed • Consider development of a unit action plan; submit to the Medical Care Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 254: Ensure the Disaster Victim/Patient Tracking form is used to document triage, treatment, and disposition of incident victims		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Medical Care Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialists, if activated		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Patient Registration Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue coordination of rapid registration of inpatients and outpatients
• Provide patient registration information and updates to the Medical Care Branch Director
• Ensure all documentation and patient registration information is completed		

• Assess environmental services or housekeeping needs in all registration areas • Monitor "down time" registration process, if implemented, addressing any issues that arise; keep the Medical Care Branch Director informed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Patient Registration Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue patient registration supervision, including monitoring of documentation and safety practices		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		

PATIENT REGISTRATION UNIT LEADER

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Patient Registration Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Medical Care Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Medical Care Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

PATIENT REGISTRATION UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 254 - Disaster Victim/Patient Tracking ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Crisis Standards of Care Guidelines ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

INFRASTRUCTURE BRANCH DIRECTOR

Mission: Organize and manage the services required to sustain and repair the hospital's infrastructure operations: power/lighting; water/sewer, heating, ventilation, and air conditioning (HVAC), buildings/grounds; and medical gases.

Position Reports to: **Operations Section Chief**	Command Location: _____	
Position Contact Information: Phone: (____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Infrastructure Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the scope and impact of the incident; obtain information including: o Type and location of incident o Unusual or hazardous environmental exposure • Assess the Infrastructure Branch's capacity to deliver needed: o Heating, ventilation and air conditioning (HVAC) o Power and lighting o Telecommunications o Potable and non-potable water o Medical gas delivery o Sanitation o Road clearance o Damage assessment and repair o Vertical transport o Hospital access o Parking • Provide information to the Operations Section Chief of the status		

INFRASTRUCTURE BRANCH DIRECTOR

Determine the incident objectives, tactics, and assignments
• Document branch objectives, tactics, and assignments on the HICS 204: Assignment List
• Based on the incident objectives for the response period consider the issues and priorities:
  o Determine which Infrastructure Branch functions need to be activated:
  ▪ Power/Lighting Unit
  ▪ Water/Sewer Unit
  ▪ HVAC Unit
  ▪ Building/Grounds Unit
  ▪ Medical Gases Unit
  o Make assignments, and distribute corresponding Job Action Sheets and position identification
  o Determine strategies and how the tactics will be accomplished
  o Determine needed resources
• Brief branch personnel on the situation, strategies, and tactics, and designate time for next briefing		

Activities • Instruct all unit leaders to evaluate and inventory onsite equipment, supplies, and available staff • Initiate a hospital damage assessment in collaboration with the Logistics Section, if needed; repair problems encountered • Provide status updates to the Operations Section Chief regularly, advising of accomplishments and issues encountered • Consider development of a branch action plan; submit it to the Operations Section Chief if requested • Provide regular updates to branch personnel and inform them of strategy or tactical changes, as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: Document information in appropriate sections of Facility System Status Report • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Operation Section Chief • Assess issues and needs in branch areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

INFRASTRUCTURE BRANCH DIRECTOR

Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Infrastructure Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue coordinating hospital support services
• Ensure prioritization of problems when multiple issues are presented
• Ensure documentation records are completed correctly and collected
• Coordinate use of external resources to assist with maintenance and repairs
• Supervise salvage operations with the Operations Section Chief, if indicated
• Activate supplemental staffing plans as needed
• Meet regularly with the Operations Section Chief for status reports
• Advise the Operations Section Chief immediately of any operational issue you are not able to correct
• Relay updated situation reports to branch personnel; receive updates regularly		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

INFRASTRUCTURE BRANCH DIRECTOR

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Infrastructure Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue to monitor the ability of the Infrastructure Branch to maintain infrastructure operations
• Provide updates to the Operations Section Chief and branch personnel
• Provide information to the Logistics and Planning Sections		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Infrastructure Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

INFRASTRUCTURE BRANCH DIRECTOR

o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Assist the Operations Section Chief and unit leaders with restoring patient care and clinical support areas to normal operations • Ensure the return, retrieval, and restocking of equipment and supplies • As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Operations Section Chief when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements • Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 251 - Facility System Status Report ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Utility Failure Incident Response Guide ❑ Hospital maps and ancillary services schematics ❑ Vendor support and repair directory ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

POWER/LIGHTING UNIT LEADER

Mission: Maintain primary and back-up power and lighting to the hospital and campus facilities.

Position Reports to: **Infrastructure Branch Director** Command Location: _____		
Position Contact Information: Phone: (____) _____-_____ Radio Channel: _____		
Hospital Command Center (HCC): Phone: (____) _____-_____ Fax: (____) _____-_____		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Infrastructure Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Power/Lighting Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the operational status of power and lighting • Assess critical issues, power, and lighting needs • Provide information to the Infrastructure Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Power/Lighting Unit personnel in collaboration with the Infrastructure Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Place emergency repair orders for power and lighting as indicated; advise the Infrastructure Branch Director of issues		

POWER/LIGHTING UNIT LEADER

• Provide power and lighting support to patient care areas, alternate care sites, and other critical needs areas, etc. • Monitor fuel consumption and report resupply needs to the Logistics Section Supply Unit • Anticipate and react to recognized shortages or failures using appropriate emergency procedures • Ensure the security of the power plant in conjunction with the Security Branch • Report any need for portable emergency power or lightening to the Infrastructure Branch Director • Provide status updates to the Infrastructure Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Infrastructure Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Infrastructure Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Power/Lighting Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue to monitor and evaluate internal and external power and lighting usage and supply		

POWER/LIGHTING UNIT LEADER

• Continue to anticipate and react to recognized shortages or failures using appropriate emergency procedures • Meet regularly with the Infrastructure Branch Director for status reports • Advise the Infrastructure Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Power/Lighting Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue Power/Lighting Unit supervision, including monitoring, documentation, and safety practices
• Continue to provide effective power and lighting sustainment measures
• Request fuel, oil, and portable generators, etc. from the Logistics Section Support Branch as needed
• Provide updates to the Infrastructure Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form		

• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Power/Lighting Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Infrastructure Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Infrastructure Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

POWER/LIGHTING UNIT LEADER

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Utility Failure Incident Response Guide ❑ Laptop with internet access, as available ❑ Power and lighting plan ❑ Emergency power distribution schematics ❑ Inventory and vendor supply lists ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

WATER/SEWER UNIT LEADER

Mission: Evaluate and monitor the availability and quality of existing water, sewage, and sanitation systems. Enact pre-established alternate methods of supply when needed.

Position Reports to: **Infrastructure Branch Director** Command Location: _____		
Position Contact Information: Phone: (____) _____ - _____ Radio Channel: _____		
Hospital Command Center (HCC): Phone: (____) _____ - _____ Fax: (____) _____ - _____		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Infrastructure Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Water/Sewer Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the operational status of water and sewer systems • Assess critical issues and water, sewer, sanitation and waste disposal needs • Provide information to the Infrastructure Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Water/Sewer Unit personnel in collaboration with the Infrastructure Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Coordinate the inspection of the hospital's water and sewer systems with the Buildings/Grounds Unit Leader		

WATER/SEWER UNIT LEADER

• Activate the hospital Water Disruption and Conservation Plan, if necessary • Place emergency repair orders for water and sewer as indicated; advise the Infrastructure Branch Director of issues • Repair or correct hazards, leaks, or contamination with the assistance of the Safety Officer, the Buildings/Grounds Unit Leader, and contractors • Provide water, sewer, sanitation, and waste disposal support to patient care areas, critical service areas, and alternate care sites, etc. • Implement pre-established Alternative Waste Disposal and Collection Plan, if necessary • Position portable toilets in accessible areas, away from patient care and food preparation, as necessary • Anticipate and react to recognized shortages or failures using appropriate emergency procedures • Coordinate with the Infrastructure Branch Director to request external resource assistance, if needed • Coordinate with the Liaison Officer for contacting external authorities (e.g., public health, water, or environmental services), as appropriate • Inform all sections and areas of the hospital when implementing the Alternative Waste Disposal and Collection Plan; notify infection control personnel of actions, and enlist assistance where necessary • Ensure the security of water and sewer systems, in conjunction with the Security Branch • Determine staffing needs and place requests with the Infrastructure Branch Director • Provide status updates to the Infrastructure Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Infrastructure Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Infrastructure Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

WATER/SEWER UNIT LEADER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Water/Sewer Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue to monitor and evaluate water, sewage, sanitation, and waste disposal needs, usage, and supply
• Ensure portable toilets are adequate in number and location
• Ensure portable toilets are emptied and needed supplies are regularly replaced
• Continue to anticipate and react to recognized shortages or failures using appropriate emergency procedures
• Continue Alternative Waste Disposal and Collection Plan, if necessary
• Meet regularly with the Infrastructure Branch Director for status reports
• Advise the Infrastructure Branch Director immediately of any operational issue you are not able to correct
• Relay important information and updates to unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Water/Sewer Unit Leader role, if appropriate		

o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Continue Water/Sewer Unit supervision including monitoring, documentation and safety practices • Continue to provide effective water, sewer, sanitation, and waste disposal sustainment measures, as needed • Provide updates to the Infrastructure Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Water/Sewer Unit Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Ensure the return, retrieval, and restocking of equipment and supplies		

WATER/SEWER UNIT LEADER

• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Infrastructure Branch Director when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Infrastructure Branch Director on current problems, outstanding issues, and follow up requirements • Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Utility Failure Incident Response Guide ❑ Laptop with internet access, as available ❑ Water Disruption and Conservation Plan ❑ Alternative Waste Disposal and Collection Plan ❑ Inventory and vendor supply lists ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

HEATING, VENTILATION, AND AIR CONDITIONING (HVAC) UNIT LEADER

Mission: Maintain heating, ventilation, and air conditioning (HVAC) to the hospital and campus facilities.

Position Reports to: **Infrastructure Branch Director** Command Location: _____		
Position Contact Information: Phone: (____) _____ - _____ Radio Channel: _____		
Hospital Command Center (HCC): Phone: (____) _____ - _____ Fax: (____) _____ - _____		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Infrastructure Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Heating, Ventilation, and Air Conditioning (HVAC) Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the operational status of HVAC systems • Assess critical issues that may impact the HVAC needs • Provide information to the Infrastructure Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint HVAC Unit personnel in collaboration with the Infrastructure Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Coordinate the inspection of the hospital's HVAC systems, coordinating with the Buildings/Grounds Unit Leader		

• Place emergency repair orders for HVAC systems as indicated; advise the Infrastructure Branch Director of issues • Correct or repair hazards to HVAC systems with the assistance of the Safety Officer, the Buildings/Grounds Unit Leader, and the Logistics Section Supply Unit Leader • Provide HVAC support to patient care areas and alternate care sites, etc. • Evaluate positive and negative pressure status of isolation rooms • Anticipate airflow response needs for internal and external environmental hazards (climate, air plume, spills, etc.) • Anticipate and react to recognized shortages or system failures using appropriate emergency procedures • Coordinate with the Infrastructure Branch Director to request external resource assistance • Ensure the security of HVAC systems in conjunction with the Security Branch • Determine staffing needs and place requests with the Infrastructure Branch Director • Provide status updates to the Infrastructure Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Infrastructure Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Infrastructure Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial
Activities • Transfer Heating, Ventilation, and Air Conditioning (HVAC) Unit Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital		

o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Continue to monitor and evaluate HVAC operations and needs • Continue to anticipate and react to recognized shortages or failures using appropriate emergency procedures • Maintain operability of isolation rooms as needed • Meet regularly with the Infrastructure Branch Director for status reports • Advise the Infrastructure Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Heating, Ventilation, and Air Conditioning (HVAC) Unit Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Continue HVAC Unit supervision including monitoring, documentation, and safety practices • Continue to provide effective HVAC sustainment measures		

• Provide updates to the Infrastructure Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Heating, Ventilation, and Air Conditioning (HVAC) Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Infrastructure Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Infrastructure Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed		

• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Utility Failure Incident Response Guide ❑ Laptop with internet access, as available ❑ HVAC schematics ❑ Inventory and vendor supply lists ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

BUILDINGS/GROUNDS UNIT LEADER

Mission: Organize and manage the services required to sustain and repair the hospital's buildings and grounds.

Position Reports to: **Infrastructure Branch Director** Command Location: _____		
Position Contact Information: Phone: (____) _____-_____ Radio Channel: _____		
Hospital Command Center (HCC): Phone: (____) _____-_____ Fax: (____) _____-_____		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Infrastructure Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Buildings/Grounds Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of hospital buildings and grounds • Assess critical issues relating to buildings and grounds • Provide information to the Infrastructure Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Buildings/Grounds Unit personnel in collaboration with the Infrastructure Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Coordinate the inspection of the hospital's buildings and grounds with the Infrastructure Branch Director		

BUILDINGS/GROUNDS UNIT LEADER

• Collect data from Buildings/Grounds Unit and prepare a comprehensive report on the status of buildings, in conjunction with the Infrastructure Branch Director • Place emergency repair orders for buildings and grounds as indicated; advise the Infrastructure Branch Director of issues • Repair or correct hazards to buildings and grounds with the assistance of the Safety Officer and the Infrastructure Branch Director • Anticipate immediate and short-term events and subsequent impacts to hospital status (e.g., earthquake aftershocks, storm surge) • Coordinate with the Infrastructure Branch Director to request external resource assistance, as needed • Provide comprehensive damage, buildings, and grounds status report to the Infrastructure Branch Director • Ensure the security of hospital buildings and grounds in conjunction with the Security Branch • Determine staffing needs and place requests with the Infrastructure Branch Director • Provide status updates to the Infrastructure Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Infrastructure Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Infrastructure Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Buildings/Grounds Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns		

o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Continue to monitor and evaluate buildings and grounds needs • Prepare for the possibility of evacuation, relocations, or expansion of medical services outside of existing structure, if appropriate • Coordinate internal repair activities, consulting when needed with external experts • Meet regularly with the Infrastructure Branch Director for status reports • Advise the Infrastructure Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Buildings/Grounds Unit Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Continue Buildings/Grounds Unit supervision including monitoring, documentation, and safety practices		

BUILDINGS/GROUNDS UNIT LEADER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Buildings/Grounds Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Infrastructure Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Infrastructure Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists		

o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Utility Failure Incident Response Guide ❑ Laptop with internet access ❑ Hospital drawings, diagrams, and architectural plans ❑ Inventory and vendor supply lists ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

MEDICAL GASES UNIT LEADER

Mission: Organize and distribute medical gases to requesting clinical care areas.

Position Reports to: **Infrastructure Branch Director** Command Location: _____		
Position Contact Information: Phone: ( ) - Radio Channel: _____		
Hospital Command Center (HCC): Phone: ( ) - Fax: ( ) -		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Infrastructure Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medical Gases Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of medical gas systems, available resources and supplies • Provide information to the Infrastructure Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Medical Gases Unit personnel in collaboration with the Infrastructure Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Ensure that clinical areas have medical gas resources as needed • Dispatch pre-designated medical gases to casualty care areas • Coordinate activities and inventories with the Logistics Section Supply Unit Leader		

• Place emergency orders for needed medical gases in coordination with the Logistics Section Supply Unit Leader • Regularly report inventory status of medical gases to the Planning Section Materiel Tracking Manager • Coordinate with the Infrastructure Branch Director to request resources not available from routine vendors or partners • Ensure the security of the medical gas storage areas, coordinating with the Security Branch • Determine staffing needs and place requests with the Infrastructure Branch Director • Provide status updates to the Infrastructure Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Infrastructure Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Infrastructure Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Medical Gases Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Monitor medical gases usage and supply
• Monitor the security of the medical gas storage in conjunction with the Security Branch		

MEDICAL GASES UNIT LEADER

• Ensure minimum of a 4 day supply of medical gases is available • Restock casualty care areas as requested, and at least every 8 hours • Meet regularly with the Infrastructure Branch Director for status reports • Advise the Infrastructure Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Medical Gases Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Provide information to the Logistics and Planning Sections
• Provide updates to the Infrastructure Branch Director and unit personnel
• Continue to monitor medical gases status and inventory
• Continue to monitor the ability of the Medical Gases Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form		

• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Medical Gases Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Infrastructure Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Infrastructure Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

MEDICAL GASES UNIT LEADER

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Utility Failure Incident Response Guide ❑ Laptop with internet access, as available ❑ Inventory and vendor supply lists ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SECURITY BRANCH DIRECTOR

Mission: Coordinate all activities related to patient, staff, and hospital security such as access control, crowd and traffic control, search and rescue, and law enforcement interface.

Position Reports to: **Operations Section Chief**	Command Location: _____	
Position Contact Information: Phone: (____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Security Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the scope and impact of the incident • Provide information to the Operations Section Chief of the status		
Determine the incident objectives, tactics, and assignments • Document branch objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Determine which Security Branch functions need to be activated: ▪ Access Control Unit ▪ Crowd Control Unit ▪ Traffic Control Unit ▪ Search Unit ▪ Law Enforcement Interface Unit o Make assignments, and distribute corresponding Job Action Sheets and position identification o Determine strategies and how the tactics will be accomplished o Determine needed resources		

• Brief branch personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Collaborate and coordinate with the Safety Officer to implement safety plans • Establish a Security Operations Center • Identify and secure all hospital pedestrian and traffic points of entry, as appropriate • Consider the need for the following, and report findings to the Operations Section Chief: o Activation of Explosive Incident Response Guide and bomb search of designated areas o Establish access control or activation of emergency lockdown o Activation of Active Shooter Incident Response Guide o Activation of Hostage or Barricade Incident Response Guide o Provision of urgent security-related information to all personnel; coordinate with Public Information Officer o Utilization of appropriate personal protective equipment (PPE) by all security personnel o Removal of unauthorized persons from restricted areas o Establishment of security for the Hospital Command Center (HCC), triage, patient care, morgue, pharmacy, and other sensitive or strategic areas from unauthorized access o Designation of alternate ambulance entry and exit o Assignment of security personnel in decontamination area o Patrol of parking and shipping areas; monitor for suspicious activity or traffic congestion o Maintain efficient and safe vehicle and pedestrian travel • Post non-entry or routing signage • Coordinate immediate Security Branch personnel needs from current personnel and local resources (e.g., police, sheriff, or other security forces) • Provide status updates to the Operations Section Chief regularly, advising of accomplishments and issues encountered • Consider development of a branch action plan; submit it to the Operations Section Chief if requested • Provide regular updates to branch personnel and inform of strategy or tactical changes, as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Operation Section Chief • Assess issues and needs in branch areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		

SECURITY BRANCH DIRECTOR

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Security Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Communicate to security personnel the need to take actions to secure unsafe areas and post non-entry signs
• Ensure security personnel identify and report all hazards and unsafe conditions
• Ensure patient belongings and valuables are secure; initiate chain of custody procedures if necessary
• Coordinate activities with local, state, and federal law enforcement, as appropriate; coordinate with the Liaison Officer and the Law Enforcement Interface Unit Leader
• Coordinate with the Public Information Officer to establish areas for the media
• Ensure vehicular and pedestrian traffic control measures are working effectively
• Consider security protection for the following, as based on the nature and severity of the incident:
  o Patients, staff, and visitors
  o Patient Family Assistance Center
  o Employee Family Assistance Center
  o Media Relations area
  o Decontamination area
  o Food, water, medical, blood, and pharmaceutical resources
  o Radiation material storage areas
  o Heating, ventilation, and air conditioning (HVAC) locations
  o Medical gases
  o Generators
  o Oxygen storage site
  o Utility closets
• Ensure staff are rotated and replaced as needed
• Meet regularly with the Operations Section Chief for status reports
• Advise the Operations Section Chief immediately of any operational issue you are not able to correct
• Relay updated situation reports to branch personnel and receive updates regularly
• Communicate status with external authorities, as appropriate, in coordination with the Liaison Officer		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List		

• HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Security Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue to monitor the ability of the Security Branch to ensure security operations		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions		

• Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Security Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Secure or return patient belongings and valuables according to hospital policy; consult with Safety Officer and local law enforcement agencies, as appropriate
• Determine when to resume normal security procedures; advise the Operations Section Chief of recommendation
• Ensure removal of special signage after the incident is terminated
• Coordinate completion of work with law enforcement command
• Ensure personal protective equipment (PPE) used by Security is cleaned, repaired, or replaced
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Operations Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

SECURITY BRANCH DIRECTOR

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Active Shooter Incident Response Guide ❑ Hospital Hostage or Barricade Incident Response Guide ❑ Hospital Explosive Incident Response Guide ❑ Hospital blueprints and maps ❑ Hospital master entry card or key ❑ Hospital search guidelines and grids ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

ACCESS CONTROL UNIT LEADER

Mission: Ensure the security of the hospital and personnel by monitoring and controlling individuals entering and exiting the building.

Position Reports to: **Security Branch Director**	Command Location: _____	
Position Contact Information: Phone: ( ) -	Radio Channel: _____	
Hospital Command Center (HCC): Phone: ( ) -	Fax: ( ) -	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Security Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Access Control Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the areas that need to be secured and level of access control • Provide information to the Security Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Access Control Unit personnel in collaboration with the Security Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Implement the hospital's lockdown and personnel identification policies and procedures, as appropriate, including identifying and securing all hospital pedestrian and traffic points of entry		

ACCESS CONTROL UNIT LEADER

• Secure the Hospital Command Center (HCC), triage area, patient care areas, pharmacy, morgue, and other sensitive or strategic areas from unauthorized access • Monitor available closed circuit televisions (CCTVs) and intrusion alarm systems for security breaches • Identify and remove unauthorized persons from restricted areas with the assistance of hospital security personnel or local law enforcement • Provide status updates to the Security Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Ensure completion of appropriate security-specific and incident reports • Consider development of a unit action plan; submit to the Security Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Security Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Access Control Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Coordinate with the Infrastructure Branch to secure and post non-entry signage around secure and unsafe areas
• Secure evacuated areas to limit unauthorized personnel access
• Assist in verification of press credentials and ensure only authorized media representatives are allowed in designated areas		

ACCESS CONTROL UNIT LEADER

• Continue to monitor available security related technology, reacting to alarms as the situation warrants • Report technology related issues to the Logistics Section Information Technology/Information Services (IT/IS) and Equipment Unit • Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed • Meet regularly with the Security Branch Director for status reports • Advise the Security Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Access Control Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue Access Control Unit supervision, including monitoring, documentation, and safety practices
• Provide updates to the Security Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List		

• HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Access Control Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Security Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Security Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

ACCESS CONTROL UNIT LEADER

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Security Plan ❑ Hospital blueprints and maps ❑ Hospital master entry card or key ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

CROWD CONTROL UNIT LEADER

Mission: Maintain scene safety and ensure crowd control.

Position Reports to: **Security Branch Director**	Command Location: _____	
Position Contact Information: Phone: ( ) -	Radio Channel: _____	
Hospital Command Center (HCC): Phone: ( ) -	Fax: ( ) -	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Security Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Crowd Control Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Evaluate measures needed to implement crowd control • Provide information to the Security Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Crowd Control Unit personnel in collaboration with the Security Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • In coordination with the Access Control Unit Leader, implement the hospital's lockdown and personnel identification policies and procedures • In coordination with the Access Control Unit Leader, identify and remove unauthorized persons from restricted areas		

• Monitor parking garage and roadways for pedestrian and vehicle volumes • Coordinate with local law enforcement, in collaboration with the Law Enforcement Interface Unit Leader and the Liaison Officer, as necessary • Prepare to manage crowd control issues due to large numbers of victims and uninjured or asymptomatic people arriving on scene • Provide status updates to the Security Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Ensure completion of appropriate security-specific and incident reports • Consider development of a unit action plan; submit to the Security Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Security Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Crowd Control Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Prepare to address crowd control issues due to family members arriving at the hospital
• Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed
• Identify need for assistance or equipment and report to the Security Branch Director and the Logistics Branch Supply Unit Leader		

• Communicate status with external authorities, as appropriate, through the Security Branch Director and in coordination with the Liaison Officer • Meet regularly with the Security Branch Director for status reports • Advise the Security Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Crowd Control Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue Crowd Control Unit supervision, including monitoring, documentation, and safety practices
• Provide updates to the Security Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		

CROWD CONTROL UNIT LEADER

Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Crowd Control Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Security Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Security Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

CROWD CONTROL UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Security Plan ❑ Hospital blueprints and maps ❑ Hospital master entry card or key ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

TRAFFIC CONTROL UNIT LEADER

Mission: Organize and enforce vehicular traffic security for the hospital.

Position Reports to: **Security Branch Director**	Command Location: _____	
Position Contact Information: Phone: (____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Security Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Traffic Control Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Evaluate measures needed to implement traffic control • Provide information to the Security Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Traffic Control Unit personnel in collaboration with the Security Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • In coordination with the Access Control Unit Leader and the Logistics Section Transportation Unit Leader, establish entry and exit routes for designated vehicles (e.g., ambulance, patients, supplies, employees, visitors)		

TRAFFIC CONTROL UNIT LEADER

• Provide traffic control for damaged areas and patient care areas, as needed
• Monitor parking and pedestrian traffic
• Consider the need for:
  o Controlling access to the campus
  o Coordination with local and regional traffic control and law enforcement
• Potential triage at campus entrance
• Provide status updates to the Security Branch Director regularly, advising of accomplishments and problems encountered
• Provide regular updates to unit personnel and inform of strategy changes as needed
• Ensure completion of appropriate security-specific and incident reports
• Consider development of a unit action plan; submit to the Security Branch Director if requested		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Security Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Traffic Control Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Provide vehicular traffic control
• Establish ingress and egress traffic patterns
• Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed
• Identify need for assistance or equipment and report to the Security Branch Director and the Logistics Section Supply Unit Leader		

TRAFFIC CONTROL UNIT LEADER

• Consider the need for a unit action plan; submit to the Security Branch Director when requested • Meet regularly with the Security Branch Director for status reports • Advise the Security Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Traffic Control Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue Traffic Control Unit supervision, including monitoring, documentation, and safety practices
• Provide updates to the Security Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		

TRAFFIC CONTROL UNIT LEADER

Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Traffic Control Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Remove traffic restriction signage
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Security Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Security Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

TRAFFIC CONTROL UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Security Plan ❑ Hospital blueprints and maps ❑ Hospital master entry card or key ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SEARCH UNIT LEADER

Mission: Coordinate the search for suspicious devices and for patients, staff, or visitors during situations of security breaches or infrastructure damage.

Position Reports to: **Security Branch Director**	Command Location: _____	
Position Contact Information: Phone: (____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Security Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Search Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the level of the threat and potential danger to patients, staff and visitors, and any actions required • Provide information to the Security Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Search Unit personnel in collaboration with the Security Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • In the event of a suspicious device found on site or bomb threat, consider: o Activation of Explosive Incident Response Plan		

o Coordination with local law enforcement or bomb squad and the Law Enforcement Interface Unit o Identification of areas that need to be searched o Establishment of perimeters based on pre-event planning o Coordination of search activities and reporting system • For missing person (adult, child, or infant), consider: o Activation of Missing Person Incident Response Plan o Identification of areas that need to be searched o Coordination of search activities and reporting system o Coordination with local law enforcement • In the event of damage to the hospital, consider: o Coordination of search activities with the Infrastructure Branch o Activation of defined search areas and patterns o Ensuring searchers wear appropriate personal protective equipment (PPE) o Maintaining a log of any reported missing persons; provide information to the Planning Section Situation Unit • Obtain medical treatment for any persons found with injuries, and report injuries to the Security Branch Director and Medical Care Branch Director • Report any observed structural damage to the Infrastructure Branch • Provide situation information to staff and patients as situation warrants in collaboration with the Public Information Officer and Incident Commander • Collaborate with the Safety Officer and the Infrastructure Branch as needed • Provide status updates to the Security Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Ensure completion of appropriate security-specific and incident reports • Consider development of a unit action plan; submit to the Security Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Security Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

SEARCH UNIT LEADER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Search Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure that vital information being given to personnel is in collaboration with the Public Information Officer and the Incident Commander
• Communicate status with external authorities, as appropriate, through the Security Branch Director and in coordination with the Liaison Officer
• Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed
• Meet regularly with the Security Branch Director for status reports
• Advise the Security Branch Director immediately of any operational issue you are not able to correct
• Relay important information and updates to unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Search Unit Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital		

o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Continue Search Unit supervision, including monitoring, documentation, and safety practices • Provide updates to the Security Branch Director and unit personnel • Provide updates to the Logistics and Planning Sections		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Search Unit Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Ensure the return, retrieval, and restocking of equipment and supplies • As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader		

SEARCH UNIT LEADER

• Notify the Security Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Security Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Explosive Incident Response Plan ❑ Missing Person Incident Response Plan ❑ Hospital Security Plan ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

LAW ENFORCEMENT INTERFACE UNIT LEADER

Mission: Coordinate security of the hospital with outside law enforcement agencies.

Position Reports to: **Security Branch Director**	Command Location: _____	
Position Contact Information: Phone: (____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Security Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Law Enforcement Interface Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the type of interface that needs to occur with local, state, and federal law enforcement • Provide information to the Security Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Law Enforcement Interface Unit personnel in collaboration with the Security Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Serve as the point of contact to outside law enforcement agencies • Coordinate with the Liaison Officer as needed		

• Working with the Infrastructure Branch, gather needed hospital information as requested by outside law enforcement personnel including building blueprints, engineering schematics, documentation, response plans, and procedures • Secure needed work space for outside law enforcement command personnel and negotiation team if requested • Coordinate and confirm that information being given to outside law enforcement agencies regarding the hospital and patient care status have been approved by the Incident Commander and the Security Branch Director • Address radio frequency compatibility issues with outside law enforcement personnel • Provide status updates to the Security Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Ensure completion of appropriate security-specific and incident reports • Consider development of a unit action plan; submit to the Security Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Security Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Law Enforcement Interface Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Communicate status with external authorities, as appropriate, through the Security Branch Director and in coordination with the Liaison Officer		

• Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed • Meet regularly with the Security Branch Director for status reports • Advise the Security Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Law Enforcement Interface Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue Law Enforcement Interface Unit supervision, including monitoring, documentation, and safety practices
• Provide updates to the Security Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		

LAW ENFORCEMENT INTERFACE UNIT LEADER

Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Law Enforcement Interface Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Security Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Security Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

LAW ENFORCEMENT INTERFACE UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Security Plan ❑ Hospital building schematics, blueprints, and maps ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

HAZARDOUS MATERIALS (HAZMAT) BRANCH DIRECTOR

Mission: Organize and direct hazardous material (HazMat) incident response activities: detection and monitoring; spill response; victim, technical, and emergency decontamination; hospital and equipment decontamination.

Position Reports to: **Operations Section Chief**	Command Location: _____	
Position Contact Information: Phone: (____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Hazardous Materials (HazMat) Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the scope and impact of the incident • Obtain HazMat agent information from Poison Control Center, web sites, or reference texts • Evaluate special response needs to include: o Coordination with local or area external HazMat teams o Level and type of decontamination needed (e.g., dry, radiological, technical, gross) o Collaborate with Medical-Technical Specialists concerning medical care guidance • Evaluate HazMat Branch capacity to perform: o Detection and monitoring o Spill response o Victim decontamination o Hospital and equipment decontamination • Provide information to the Operations Section Chief of the status		

HAZARDOUS MATERIALS (HAZMAT) BRANCH DIRECTOR

Determine the incident objectives, tactics, and assignments
• Document branch objectives, tactics, and assignments on the HICS 204: Assignment List
• Based on the incident objectives for the response period consider the issues and priorities:
  o Determine which HazMat Branch functions need to be activated:
  ▪ Detection and Monitoring Unit
  ▪ Spill Response Unit
  ▪ Victim Decontamination Unit
  ▪ Facility/Equipment Decontamination Unit
  o Make assignments, and distribute corresponding Job Action Sheets and position identification
  o Determine strategies and how the tactics will be accomplished
  o Determine needed resources
• Brief branch personnel on the situation, strategies, and tactics, and designate time for next briefing		

Activities • Ensure the hospital's HazMat or Internal Spill Response Plan is activated • Ensure the set up and staffing of decontamination areas as appropriate to the incident • Ensure the decontamination system and process is functional and meets decontamination needs • Ensure appropriate antidotes and supplies are delivered to the decontamination area; coordinate with the Logistics Section Supply Unit Leader and the Operations Section Clinical Support Services Unit Leader • Review antidote administration procedures with decontamination personnel, if needed • Ensure patient valuables are collected and secured; coordinate with Security Branch • Notify the local water authority of the situation, as appropriate, and determine if containment of runoff is required • Ensure proper wastewater collection and disposal, in compliance with recommendations from the water authority, emergency management, local HazMat team, or fire department • Ensure hazard monitoring in open and closed spaces; coordinate with the Safety Officer • Coordinate with Security Branch to establish and maintain the perimeter of the HazMat and decontamination areas • Establish medical monitoring of decontamination team personnel; coordinate with the Logistics Section Employee Health and Well-Being Unit Leader • Provide status updates to the Operations Section Chief regularly, advising of accomplishments and issues encountered • Consider development of a branch action plan; submit it to the Operations Section Chief if requested • Provide regular updates to branch personnel and inform them of strategy or tactical changes, as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		

• HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Operation Section Chief • Assess issues and needs in branch areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Hazardous Materials (HazMat) Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure staff are rotated and replaced as needed
• Activate supplemental staffing plan as needed
• Ensure contaminated materials are disposed of properly
• Prepare for the possibility of evacuation or the relocation of the decontamination area, as needed
• Coordinate internal repair activities with the Infrastructure Branch
• Determine the need for external support to supplement decontamination personnel (e.g., other hospitals, local fire department); request them through the Liaison Officer
• Integrate external support into operations
• Meet regularly with the Operations Section Chief for status reports
• Advise the Operations Section Chief immediately of any operational issue you are not able to correct
• Relay important information to branch personnel and receive updates regularly
• Consult with Medical-Technical Specialists, as needed, to provide updated clinical management information
• Track the results of medical monitoring of staff, in collaboration with the Logistics Section Employee Health and Well-Being Unit Leader
• Ensure hazard monitoring continues and issues are addressed; coordinate with the Safety Officer
• Continue to maintain security and chain of custody of all patient valuables and contaminated clothing in coordination with the Security Branch		

HAZARDOUS MATERIALS (HAZMAT) BRANCH DIRECTOR

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Hazardous Materials (HazMat) Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue to manage HazMat operations, medical monitoring of staff, proper waste disposal, and ensure staff are rotated and replaced as needed		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

HAZARDOUS MATERIALS (HAZMAT) BRANCH DIRECTOR

Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Hazardous Materials (HazMat) Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Secure or return patient belongings and valuables according to hospital policy; consult with the Safety Officer, Operations Section Security Branch Director, and local fire and law enforcement agencies, as appropriate
• Ensure the HazMat Branch Units are notified to terminate operations
• Ensure the decontamination equipment is cleaned, repaired, and replaced as needed
• Ensure proper disposal of waste material; coordinate cost issues with the Finance/Administration Section
• Ensure the decontamination areas are decontaminated, commensurate with agent and regulatory guidelines
• Ensure medical surveillance of staff is initiated as needed, in collaboration with internal and external experts and the Logistics Section Employee Health and Well-Being Unit
• Ensure medical monitoring data is collected and submitted to the Logistics Section Employee Health and Well-Being Unit for review and entry into personnel files
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Operations Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

HAZARDOUS MATERIALS (HAZMAT) BRANCH DIRECTOR

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 258 - Hospital Resource Directory ❑ Hospital Emergency Operations Plan ❑ Occupational Safety and Health Administration (OSHA) First Receiver's Checklist ❑ Decontamination area drawings, procedures,and documentation logs ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Hazardous Materials (HazMat) or Internal Spill Response Plan ❑ Hospital policies and procedures ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ External resource directory (Poison Control Center, the Agency for Toxic Substances and Disease Registry [ATSDR], the CHEMTREC hotline, etc ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

DETECTION AND MONITORING UNIT LEADER

Mission: Coordinate detection and monitoring activities related to hazardous material (HazMat) incident response.

Position Reports to: **HazMat Branch Director**	Command Location: _____	
Position Contact Information: Phone: ( ) -	Radio Channel: _____	
Hospital Command Center (HCC): Phone: ( ) -	Fax: ( ) -	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial

Receive appointment
• Obtain briefing from the Hazardous Materials (HazMat) Branch Director on:
  o Size and complexity of incident
  o Expectations of the Incident Commander
  o Incident objectives
  o Involvement of outside agencies, stakeholders, and organizations
  o The situation, incident activities, and any special concerns
• Assume the role of Detection and Monitoring Unit Leader
• Review this Job Action Sheet
• Put on position identification (e.g., position vest)
• Notify your usual supervisor of your assignment		

Assess the operational situation • Determine what type of detection and monitoring is needed based on the situation • Provide information to the HazMat Branch Director on the status		

Determine the incident objectives, tactics, and assignments
• Document unit objectives, tactics, and assignments on the HICS 204: Assignment List
• Based on the incident objectives for the response period consider the issues and priorities:
  o Appoint Detection and Monitoring Unit personnel in collaboration with the HazMat Branch Director
  o Determine strategies and how the tactics will be accomplished
  o Determine needed resources
• Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

Activities • Ensure the set-up and functioning of detection and monitoring equipment, appropriate to identify and monitor the agent		

• Ensure hazard monitoring in open and enclosed spaces; coordinate with the Safety Officer • Establish medical monitoring of decontamination team personnel; coordinate with the Logistics Section Employee Health and Well-Being Unit Leader • Provide status updates to the HazMat Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Consider development of a unit action plan; submit to the HazMat Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the HazMat Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Detection and Monitoring Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Track results of medical monitoring of unit personnel, coordinate with the Logistics Section Employee Health and Well-Being Unit
• Ensure hazard monitoring continues and issues are addressed; coordinate with the Safety Officer and Medical-Technical Specialists, as appropriate
• Communicate status with external authorities, as appropriate, through the Hazardous Materials (HazMat) Branch Director and in coordination with the Liaison Officer
• Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed
• Meet regularly with the HazMat Branch Director for status reports		

• Advise the HazMat Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Detection and Monitoring Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue Detection and Monitoring Unit supervision including monitoring, documentation, and safety practices
• Provide updates to the Hazardous Materials (HazMat) Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management		

• Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Detection and Monitoring Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Hazardous Materials (HazMat) Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the HazMat Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

DETECTION AND MONITORING UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 258 - Hospital Resource Directory ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Hazardous Materials (HazMat) Incident Response Plan ❑ Hospital Hazardous Materials (HazMat) Spill Response Plan ❑ Hospital Security Plan ❑ Hospital Decontamination Plan ❑ HazMat agent reference materials ❑ Material Safety Data Sheets (MSDS) ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ External resource directory (Poison Control Center, the Agency for Toxic Substances and Disease Registry [ATSDR], the CHEMTREC hotline, etc.) ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SPILL RESPONSE UNIT LEADER

Mission: Coordinate on-site activities related to implementation of the hospital's internal Hazardous Materials (HazMat) Spill Response Plan.

Position Reports to: **HazMat Branch Director**	Command Location: _____	
Position Contact Information: Phone: (____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Hazardous Materials (HazMat) Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Spill Response Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the hazardous agent involved in the spill and required response • Provide information to the HazMat Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Spill Response Unit personnel in collaboration with the HazMat Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Ensure hospital Hazardous Materials (HazMat) Spill Response Plan is activated, including: o Establishing a safe perimeter		

o Containing the spill, if safe to do so o Contacting a spill contractor or appropriate government response agency, if needed • Ensure decontamination team, if activated, is briefed on the situation • Provide status updates to the HazMat Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Consider development of a unit action plan; submit to the HazMat Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the HazMat Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial
Activities • Transfer the Spill Response Unit Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Ensure hazard monitoring continues and issues are addressed; coordinate with the Safety Officer • Prepare for the possibility of evacuation or relocation of personnel • Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed • Meet regularly with the HazMat Branch Director for status reports • Advise the HazMat Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		

SPILL RESPONSE UNIT LEADER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Spill Response Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue Spill Response Unit supervision including monitoring, documentation, and safety practices
• Provide updates to the Hazardous Materials (HazMat) Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		

SPILL RESPONSE UNIT LEADER

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Spill Response Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Hazardous Materials (HazMat) Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the HazMat Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

SPILL RESPONSE UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Hazardous Materials (HazMat) Incident Response Plan ❑ Hazardous Materials (HazMat) Spill Response Plan ❑ Hospital Security Plan ❑ Hospital Decontamination Plan ❑ HazMat agent reference materials ❑ Material Safety Data Sheets (MSDS) ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ External resource directory (Poison Control Center, the Agency for Toxic Substances and Disease Registry [ATSDR], the CHEMTREC hotline, etc.) ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

VICTIM DECONTAMINATION UNIT LEADER

Mission: Coordinate the onsite patient decontamination activities related to hazardous materials (HazMat) incident response.

Position Reports to: **HazMat Branch Director**	Command Location: _____	
Position Contact Information: Phone: (____) _____-_____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____-_____	Fax: (____) _____-_____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Hazardous Materials (HazMat) Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Victim Decontamination Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the hazardous agent involved and the type of decontamination required • Provide information to the HazMat Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Victim Decontamination Unit personnel in collaboration with the HazMat Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Oversee the setup of decontamination areas to perform technical and emergency decontamination for all ambulatory and non-ambulatory patients		

VICTIM DECONTAMINATION UNIT LEADER

• Ensure medical monitoring of decontamination team personnel through the Logistics Section Employee Health and Well-Being Unit or other designated personnel • Ensure identification of hazardous agent through signs and symptom recognition, and HazMat team methodology • Ensure needed clinical management information including antidote usage is obtained from reference texts, Poison Control Center, and websites; share information with decontamination team personnel • Ensure timely processing of patients through decontamination per medical treatment and decontamination guidelines • Designate teams as needed and provide for the process of: o Prioritizing order of decontamination o Scanning for radiation o Undressing, valuables collection, and security o Washing and rinsing o Redressing, gowning, and rescanning • Determine rotation time for decontamination team personnel • Collect and secure patient valuables; coordinate with the Security Branch • Ensure appropriate antidote supplies are delivered; coordinate with the Clinical Support Unit and the Logistics Section Supply Unit Leader • Manage adverse environmental conditions per the Decontamination Plan • Ensure proper wastewater collection and disposal, in compliance with recommendations from the water authority, environmental protection authority, emergency management, local hazardous materials team, or fire department • Collaborate with appropriate Medical-Technical Specialists to discuss decontamination operations and any special considerations or needs • Provide status updates to the HazMat Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Consider development of a unit action plan; submit to the HazMat Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the HazMat Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

VICTIM DECONTAMINATION UNIT LEADER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Victim Decontamination Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Track results of medical monitoring of unit personnel, coordinate with the Logistics Section Employee Health and Well-Being Unit
• Ensure hazard monitoring continues and issues are addressed; coordinate with the Safety Officer
• Ensure security and chain of custody of personal belongings; coordinate with the Security Branch
• Prepare for the possibility of evacuation or the relocation of the decontamination area
• Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed
• Meet regularly with the HazMat Branch Director for status reports
• Advise the HazMat Branch Director immediately of any operational issue you are not able to correct
• Relay important information and updates to unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Victim Decontamination Unit Leader role, if appropriate		

o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Continue Victim Decontamination Unit supervision including monitoring, documentation, and safety practices • Provide updates to the Hazardous Materials (HazMat) Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Victim Decontamination Unit Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Ensure disposable materials, waste, and wastewater are properly managed		

VICTIM DECONTAMINATION UNIT LEADER

• Address return of patient belongings with the Security Branch, law enforcement, fire department, and hazardous materials (HazMat) team
• Ensure the decontamination area is decontaminated, commensurate with agent risks
• Ensure medical surveillance of decontamination personnel is initiated per recommendations in collaboration with the Logistics Section Employee Health and Well-Being Unit
• Notify the water authority when operations are terminated
• Notify the hazardous waste hauler that services are no longer needed; obtain final documentation from hazardous waste hauler
• Ensure medical monitoring data on decontamination personnel is collected and submitted to the Logistics Section Employee Health and Well-Being Unit for review and entry into personnel health files
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Hazardous Materials (HazMat) Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the HazMat Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

VICTIM DECONTAMINATION UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 258 - Hospital Resource Directory ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Hazardous Materials (HazMat) Incident Response Plan ❑ Hospital Hazardous Materials (HazMat) Spill Response Plan ❑ Hospital Security Plan ❑ Hospital Decontamination Plan ❑ HazMat agent reference materials ❑ Material Safety Data Sheets (MSDS) ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ External resource directory (Poison Control Center, the Agency for Toxic Substances and Disease Registry [ATSDR], the CHEMTREC hotline, etc.) ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

FACILITY/EQUIPMENT DECONTAMINATION UNIT LEADER

Mission: Coordinate the on-site hospital and equipment decontamination activities related to hazardous materials (HazMat) incident response.

Position Reports to: **HazMat Branch Director**	Command Location: _____	
Position Contact Information: Phone: (____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Hazardous Materials (HazMat) Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Facility/Equipment Decontamination Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Identify the areas and equipment requiring decontamination and the hazardous agent involved to assure appropriate resources are available • Provide information to the HazMat Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Facility/Equipment Decontamination Unit personnel in collaboration with the HazMat Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Oversee the setup of the decontamination area to handle equipment and hospital decontamination		

• Ensure proper wastewater collection and disposal, in compliance with recommendations from the water authority, environmental protection authority, emergency management, local hazardous materials team, or fire department • Make necessary notifications to the water authority about containment practice being used • Coordinate any requests for external resources with the HazMat Branch Director and the Logistics Section, as appropriate • Coordinate with the Security Branch to establish and maintain a perimeter around the decontamination area • Secure a hazardous waste hauler to remove contained rinsate • Collaborate with appropriate Medical-Technical Specialists to discuss decontamination operations and any special considerations or needs • Provide status updates to the HazMat Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Consider development of a unit action plan; submit to the HazMat Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the HazMat Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure the use of appropriate personal protective equipment (PPE) for unit personnel		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Facility/Equipment Decontamination Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)		

FACILITY/EQUIPMENT DECONTAMINATION UNIT LEADER

• Continue to coordinate internal decontamination activities, consulting with external experts as needed • Ensure hazard monitoring continues and issues are addressed, coordinate with the Safety Officer • Prepare for the possibility of evacuation or the relocation of the decontamination area • Ensure decontamination supplies are cleaned and replaced, as needed • Ensure rinsate is being properly managed; utilize the assistance of a hazardous waste hauler as needed • Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed • Meet regularly with the HazMat Branch Director for status reports • Advise the HazMat Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Facility/Equipment Decontamination Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue Facility/Equipment Decontamination Unit supervision including monitoring, documentation, and safety practices		

• Provide updates to the Hazardous Materials (HazMat) Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Facility/Equipment Decontamination Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Oversee decontamination of all supplies, equipment, and areas used in the response
• Provide status update to the HazMat Branch Director when all supplies and equipment have returned to an operational state
• Ensure disposable materials, waste, and wastewater are properly managed
• Address return of patient belongings with the Security Branch, law enforcement, fire department, and local health department
• Ensure the decontamination area is decontaminated, commensurate with agent risks
• Ensure medical surveillance of decontamination personnel is initiated per recommendations of experts, in collaboration with the Logistics Section Employee Health and Well-Being Unit
• Notify the water authority when operations are terminated		

FACILITY/EQUIPMENT DECONTAMINATION UNIT LEADER

• Notify the hazardous waste hauler that services are no longer needed; obtain final documentation from the hazardous waste hauler • Ensure medical monitoring data on decontamination staff is collected and submitted to the Logistics Section Employee Health and Well-Being Unit for review and entry into personnel health files • Ensure the return, retrieval, and restocking of equipment and supplies • As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Hazardous Materials (HazMat) Branch Director when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the HazMat Branch Director on current problems, outstanding issues, and follow up requirements • Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Hazardous Materials (HazMat) Incident Response Plan ❑ Hazardous Materials (HazMat) Spill Response Plan ❑ Hospital Security Plan ❑ Hospital Decontamination Plan ❑ HazMat agent reference materials ❑ Material Safety Data Sheets (MSDS) ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ External resource directory (Poison Control Center, the Agency for Toxic Substances and Disease Registry [ATSDR], the CHEMTREC hotline, etc.) ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

BUSINESS CONTINUITY BRANCH DIRECTOR

Mission: Ensure business functions are maintained, restored, or augmented as needed to minimize the financial or other impact of business interruptions.

Position Reports to: **Operations Section Chief**	Command Location: _____	
Position Contact Information: Phone: (____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Business Continuity Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Provision of time sensitive data, records, and information (e.g., patient records, contracts, payroll, etc.) • Intranet and internet capabilities and functionality • Data and business function recovery operations, including server, computer, application support, and virus removal • Expansion or relocation of business functions, including server, computer, and application support • Data access and security • Access to business interruption insurance, in coordination with the Finance/Administration Section • Provide information to the Operations Section Chief of the status		
Determine the incident objectives, tactics, and assignments • Document branch objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Determine which Business Continuity Branch functions need to be activated: ▪ IT Systems and Applications Unit		

▪ Service Continuity Unit ▪ Records Management Unit o Make assignments, and distribute corresponding Job Action Sheets and position identification o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief branch personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Participate in the Operations Section planning meeting and incident action planning; obtain and provide key information for operational activities • Implement branch plans and monitor activities • Communicate between Hospital Incident Management Team (HIMT) to determine business recovery objectives and timeframes based on recovery capability, risk, and recovery priorities • In conjunction with the Finance/Administration Section, assess financial implications of interruption; consult legal counsel and the hospital's business insurance carrier as needed • Ensure implementation of the hospital's Business Continuity Plans • Support department-level recovery operations (e.g., radiology, pharmacy, purchasing, payroll, business office) • Determine the ability to meet any recovery objectives for all impacted business functions, and develop alternate systems to meet needs • Ensure a system to access essential business records (e.g., patient medical records, purchasing contracts) • Assure activation of plans for expansion or relocation to alternate business operation sites as needed, including: o Occupancy permits o Contractors for building modifications, communications and information technology (IT) networking, and acquisition and transportation of furniture, equipment, and supplies o Staffing plan (employees or vendor supplied) o Building security, housekeeping, and trash removal services • Assure activation of hospital-wide Information Technology (IT) Support Plan, including: o Support the Hospital Command Center (HCC) with equipment and software; coordinate with the Logistics Section Information Technology/Information Services (IT/IS) and the Equipment Unit Leader on equipment issues o Expansion of computer help-desk services o Vendor agreements to support operations o Utilization of downtime paperwork, and post event transfer of information from hard copy to computer after system restoration when applicable o Evaluation of existing applications to include projected needs for additional licenses, password permissions, storage, and hardware to support existing operations as well as those in an alternate location o Virus removal operations • Obtain information and updates regularly from the Operations Section Chief • Maintain current status of all areas • Inform the Operations Section Chief of activities that have occurred; keep updated with status and utilization of resources and anticipated resource needs • Monitor and support as needed Infrastructure Branch, and the Logistics Section Information Technology/Information Services (IT/IS) and the Equipment Unit Leader		

• Consider development of a branch action plan; submit it to the Operations Section Chief if requested • Provide regular updates to branch personnel and inform of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, review and document information in appropriate sections of the Facility System Status Report • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Operation Section Chief • Assess issues and needs in branch areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Business Continuity Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Communicate regularly with the Operations Section Chief
• Designate times for briefings and updates with Unit Leaders to develop or update the Business Continuity Plans
• Schedule planning meetings with Unit Leaders to update the action plan and demobilization procedures		

BUSINESS CONTINUITY BRANCH DIRECTOR

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Business Continuity Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue to monitor the ability of the Business Continuity Branch to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Continue to assist in maintaining the HICS 257: Resource Accounting Record to track equipment used during the response
• Conduct regular situation briefings
• Meet with unit leaders to address ongoing issues		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in branch areas; coordinate resource management		

• Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Business Continuity Branch Director role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Operations Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes, as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

BUSINESS CONTINUITY BRANCH DIRECTOR

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 251 - Facility System Status Report ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Business Continuity Plans ❑ Data Recovery Plan ❑ Access Control policies and procedures ❑ Information and Data Security Plan ❑ Records Management Plan ❑ Business interruption insurance documentation ❑ IT Application Support Plan ❑ Computer with intranet and internet connection ❑ Hospital schematics, blueprints and maps ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

IT SYSTEMS AND APPLICATIONS UNIT LEADER

Mission: Ensure information technology (IT), computers, networks, and applications remain operational, and are restored or augmented as needed to maintain the continuity of essential business operations.

Position Reports to: **Business Continuity Branch Director** Command Location: _____		
Position Contact Information: Phone: (____) ____-_____ Radio Channel: _____		
Hospital Command Center (HCC): Phone: (____) ____-_____ Fax: (____) ____-_____		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Business Continuity Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of IT Systems and Applications Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine type and extent of monitoring needed, based on the situation • Identify services that have been suspended and when they may be reestablished • Provide information to the Business Continuity Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint IT Systems and Applications Unit personnel in collaboration with the Business Continuity Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

IT SYSTEMS AND APPLICATIONS UNIT LEADER

Activities
• As appropriate with Infrastructure Branch, determine damage to data center and identify salvageable equipment
• Initiate repairs as needed
• Make recommendations to restore service; collaborate with the Logistics Section Information Technology/Information Services (IT/IS) Equipment Unit
• Communicate personnel and resource needs to the Business Continuity Branch Director
• Perform data and application recovery operations as prioritized in the Business Recovery Plan (patient records, contracts, payroll, etc.) or as directed by the Business Continuity Branch Director, including:
  o Computer recovery (computers, servers, peripherals, etc.)
  o Initiate system recovery of major platforms that support different applications, network recovery of intranet and internet functions, and storage recovery for digital storage media and restoration
  o Consider coordination with alternate (hot/warm/cold) data site
  o Support expansion or relocation of business functions as indicated in the Business Continuity Plan
  o Receive, coordinate, and resolve requests for information technology (IT) application support; assign to applications program administrators as appropriate
  o Coordinate with the Logistics Section Information Technology/Information Services (IT/IS) Equipment Unit Leader on equipment replacement issues
  o Ensure data access and security protocols are in place
  o Resolve any issues concerning application licensing
• Coordinate with the Logistics Section Communications Unit Leader on any voice over internet protocol (VOIP) issues
• Support the IT needs of the Hospital Command Center (HCC)
• Resolve all operability and connectivity issues
• Provide status updates to the Business Continuity Branch Director regularly, advising of accomplishments and problems encountered
• Provide regular updates to unit personnel and inform of strategy changes as needed
• Consider development of a unit action plan; submit to the Business Continuity Branch Director if requested		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Business Continuity Branch Director • Assess issues and needs in unit areas; coordinate resource management		

IT SYSTEMS AND APPLICATIONS UNIT LEADER

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the IT Systems and Applications Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Monitor unit work performance, personnel's ability to meet workload demands, staff health and safety, resource needs, and documentation practices
• Obtain and provide key information for information technology (IT) operational activities; maintain current status of all areas
• Continue to coordinate with the Logistics Section Information Technology/Information Services (IT/IS) Equipment Unit on delivery and installation status of ordered equipment, applications, and supplies
• Inform the Business Continuity Branch Director of activities that have occurred; keep updated with status and utilization of resources, as well as anticipated resources
• Meet regularly with the Business Continuity Branch Director for status reports
• Advise the Business Continuity Branch Director immediately of any operational issue you are not able to correct
• Relay important information and updates to unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

IT SYSTEMS AND APPLICATIONS UNIT LEADER

Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the IT Systems and Applications Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue to monitor the ability of the IT Systems and Applications Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Meet with unit personnel to address ongoing issues
• Continue IT Systems and Applications Unit supervision including monitoring, documentation, and safety practices
• Provide updates to the Business Continuity Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader		

• Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the IT Systems and Applications Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Business Continuity Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Business Continuity Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

IT SYSTEMS AND APPLICATIONS UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 251 - Facility System Status Report ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital schematics, blueprints and maps ❑ Information and Data Security Plan ❑ IT Failure Incident Response Guide ❑ Business Continuity Plans ❑ Records Management Plan ❑ Data Recovery Plan ❑ Access Control policies and procedures ❑ IT Application Support Plan ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Supply, equipment, and vendor directories ❑ Computer with intranet and internet access ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SERVICES CONTINUITY UNIT LEADER

Mission: Ensure business, clinical, and support service functions are maintained, restored, or augmented to meet designated objectives. Work to minimize interruptions to continuity of essential business operations.

Position Reports to: **Business Continuity Branch Director** Command Location: _____		
Position Contact Information: Phone: (____) _____ - _____ Radio Channel: _____		
Hospital Command Center (HCC): Phone: (____) _____ - _____ Fax: (____) _____ - _____		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Business Continuity Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Services Continuity Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Identify services that have been suspended and when they may be reestablished • Provide information to the Business Continuity Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Services Continuity Unit personnel in collaboration with the Business Continuity Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

SERVICES CONTINUITY UNIT LEADER

Activities • Evaluate business capabilities, recovery plan actions, projected minimum and maximum duration of any disruptions, and progress in meeting any recovery objectives • Discuss plan of action and staffing in alternate business sites with the Business Continuity Branch Director • Coordinate activities with the other Business Continuity Units • Provide status updates to the Business Continuity Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Consider development of a unit action plan; submit to the Business Continuity Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Business Continuity Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Services Continuity Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Monitor unit work performance, ability of unit personnel to meet workload demands, staff health and safety, resource needs, and documentation practices
• Evaluate all activated Business Continuity Plans and modify, as necessary, to complete any unmet objectives
• Identify specific activities or resources needed to ensure timely resumption of business services		

• Coordinate with the Infrastructure Branch Director for access to critical power needs or building assessments • Meet regularly with the Business Continuity Branch Director for status reports • Advise the Business Continuity Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Services Continuity Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Monitor levels of all supplies, equipment, and needs relevant to all system performance detection and monitoring operations
• Meet with unit personnel to address ongoing issues
• Continue to monitor the ability of the Services Continuity Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Provide updates to the Business Continuity Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form		

• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Services Continuity Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Business Continuity Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Business Continuity Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

SERVICES CONTINUITY UNIT LEADER

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ IT Failure Incident Response Guide ❑ Business Continuity and Recovery Plans ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Supply, equipment, and vendor directories ❑ Computer with intranet and internet access ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

RECORDS MANAGEMENT UNIT LEADER

Mission: Ensure vital business and medical records are maintained and preserved with limited or no interruption to essential information requests.

Position Reports to: **Business Continuity Branch Director** Command Location: _____		
Position Contact Information: Phone: (____) ____-_____ Radio Channel: _____		
Hospital Command Center (HCC): Phone: (____) ____-_____ Fax: (____) ____-_____		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Business Continuity Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Records Management Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Identify services that have been suspended and when they may be reestablished • Provide information to the Business Continuity Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Records Management Unit personnel in collaboration with the Business Continuity Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Assess and maintain hospital records; restore or expand services as required • Identify specific activities or resources needed to ensure ongoing access to, or preservation of, hospital records		

RECORDS MANAGEMENT UNIT LEADER

• Activate Hospital Record Preservation Plan as needed:
  o Develop prioritization of document preservation or recovery, as directed by the Business Continuity Branch Director:
  ▪ Paper-based medical and laboratory records
  ▪ Electronic Medical Records
  ▪ Business contracts, financial records
  ▪ Billing records
  ▪ Library materials
  ▪ Personnel records
• Help to coordinate medical records to travel with any evacuated or transferred patients
• Ensure proper documentation of damage (e.g., pictures, videos, etc.) for the Finance/Administration Compensation/Claims Unit
• Evaluate if salvage can be done in-house with staff, or if a consultant or disaster recovery service is required
• Assess the need for relocation of critical records; coordinate space and staff with the Logistics Section
• Coordinate activities with the other Business Continuity Units as needed
• Provide status updates to the Business Continuity Branch Director regularly, advising of accomplishments and problems encountered
• Provide regular updates to unit personnel and inform of strategy changes as needed
• Consider development of a unit action plan; submit to the Business Continuity Branch Director if requested		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Business Continuity Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**
Activities • Transfer the Records Management Unit Leader role, if appropriate		

o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Monitor unit work performance, ability of unit personnel to meet workload demands, staff health and safety, resource needs, and documentation practices • Maintain current status of all areas • Inform the Business Continuity Branch Director of activities that have occurred; keep updated with status and utilization of resources, as well as anticipated resources • Meet regularly with the Business Continuity Branch Director for status reports • Advise the Business Continuity Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Records Management Unit Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Continue to monitor the ability of the Records Management Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices • Meet with unit personnel to address ongoing issues • Monitor levels of all supplies, equipment, and needs relevant to all system performance operations • Continue Records Management Unit supervision including monitoring, documentation, and safety practices • Provide updates to the Business Continuity Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Records Management Unit Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Ensure the return, retrieval, and restocking of equipment and supplies		

• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Business Continuity Branch Director when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Business Continuity Branch Director on current problems, outstanding issues, and follow up requirements • Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ IT Failure Incident Response Guide ❑ Hospital Record Preservation Plan ❑ Business Continuity and Recovery Plans ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Supply, equipment, and vendor directories ❑ Computer with intranet and internet access ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

PATIENT FAMILY ASSISTANCE BRANCH DIRECTOR

Mission: Organize and manage the delivery of assistance to meet patient family care needs, including communication, lodging, food, health care, spiritual, and emotional needs that arise during the incident.

Position Reports to: **Operations Section Chief**	Command Location: _____	
Position Contact Information: Phone: (____) _____ - _____	Radio Channel: _____	
Hospital Command Center (HCC): Phone: (____) _____ - _____	Fax: (____) _____ - _____	
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Patient Family Assistance Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Assess the status of actual and projected patient family needs • Provide information to the Operations Section Chief of the status		
Determine the incident objectives, tactics, and assignments • Document branch objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Determine which Patient Family Assistance Branch functions need to be activated: ▪ Social Services Unit ▪ Family Reunification Unit o Make assignments, and distribute corresponding Job Action Sheets and position identification o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief branch personnel on the situation, strategies, and tactics, and designate time for next briefing		

PATIENT FAMILY ASSISTANCE BRANCH DIRECTOR

Activities • Ensure the provision of patient family assistance resources to children, families, and those with special needs • Coordinate external community resource requests with the Liaison Officer • Ensure the following are being addressed: o Family reunification o Social Service needs o Cultural and spiritual needs o Communication with law enforcement, outside government and non-governmental agencies, and media through the Liaison Officer and Public Information Officer o Documentation and record keeping o Patient family assistance area security o Share up-to-date information with patients and their families • Provide status updates to the Operations Section Chief regularly, advising of accomplishments and issues encountered • Consider development of a branch action plan; submit it to the Operations Section Chief if requested • Provide regular updates to branch personnel and inform them of strategy or tactical changes, as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Operation Section Chief • Assess issues and needs in branch areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**
Activities • Transfer the Patient Family Assistance Branch Director role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Continue to ensure the provision of patient family assistance resources to children, elders, and those with special needs • Continue to coordinate external community resource requests with the Liaison Officer • Continue to ensure the following are being addressed: o Patient family reunification o Social Service needs o Cultural and spiritual needs o Communication with law enforcement, outside government and non-governmental agencies, and media through the Liaison Officer and Public Information Officer o Documentation and record keeping o Patient family assistance area security o Share up-to-date information with patients and their families • Meet regularly with the Operations Section Chief for status reports • Advise the Operations Section Chief immediately of any operational issue you are not able to correct • Ensure patient data is collected and shared with appropriate internal and external officials, in collaboration with the Liaison Officer		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Patient Family Assistance Branch Director role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Continue to ensure the provision of patient family assistance resources to children, elders, and those with special needs • Continue to coordinate external community resource requests with the Liaison Officer • Continue to ensure the following are being addressed: o Patient family reunification o Social Service needs o Cultural and spiritual needs o Communication with law enforcement, outside government and non-governmental agencies, and media through the Liaison Officer and Public Information Officer o Documentation and record keeping o Patient family assistance area security		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Patient Family Assistance Branch Director role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)		

PATIENT FAMILY ASSISTANCE BRANCH DIRECTOR

• Assist the Operations Section Chief and unit leaders with restoring family assistance areas to normal operations
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Operations Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital resource directory ❑ Community resource directory ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

FAMILY REUNIFICATION UNIT LEADER

Mission: Organize and manage the services and processes required to assist in family reunification.

Position Reports to: **Patient Family Assistance Branch Director** Command Location: _____		
Position Contact Information: Phone: (____) _____-_____ Radio Channel: _____		
Hospital Command Center (HCC): Phone: (____) _____-_____ Fax: (____) _____-_____		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Patient Family Assistance Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Family Reunification Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Assess the need for a specific patient family reunification services or area, including: o Current capabilities and projected capacities to address needs based on current data o Coordinating needs of affected patients, their families, and staff • Provide information to the Patient Family Assistance Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Family Reunification Unit personnel in collaboration with the Patient Family Assistance Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

FAMILY REUNIFICATION UNIT LEADER

Activities • Meet with the Patient Family Assistance Branch Director to plan, project, and coordinate family reunification • Activate family reunification area as needed • Activate protocols for reunification of patients, including identification, tracking, documentation, and communication • Ensure the provision of reunification resources to children, families, and those with special needs • Activate protocols for communication with families regarding patient status and location • Ensure cultural and spiritual needs are addressed • Provide interpreters or translation services • Coordinate through the Liaison Officer with government point-of-contact for community tracking and reunification • Coordinate through the Liaison Officer with non-governmental entities for community tracking and reunification, such as the American Red Cross (ARC) • Identify transportation needs; including special needs such as disabled access; coordinate transportation with the Logistics Section Transportation Unit as needed for reunification locations on and off site • Ensure that proper procedures for safe release of patients are followed; consider special needs of minors, non-English speaking patients, and those in custody; consult with appropriate Medical-Technical Specialists as needed. • Determine staffing needs and place requests with the Patient Family Assistance Branch Director • Provide status updates to the Patient Family Assistance Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Consider development of a unit action plan; submit to the Patient Family Assistance Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Patient Family Assistance Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

FAMILY REUNIFICATION UNIT LEADER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Family Reunification Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Participate in the development of risk communication and public information messages that address reunification issues
• Ensure that patient reunification information is regularly submitted to the Patient Family Assistance Branch Director and the Planning Section Documentation Unit Leader
• Prioritize and coordinate patient transfers with the Patient Family Assistance Branch Director and the Logistics Section Transportation Unit Leader
• Continue to ensure that appropriate documentation and standards of care are being followed, and that needs are being met
• Meet regularly with the Patient Family Assistance Branch Director for status reports
• Advise the Patient Family Assistance Branch Director immediately of any operational issue you are not able to correct
• Relay important information and updates to unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Family Reunification Unit Leader role, if appropriate		

o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Continue to ensure the provision of reunification resources to children and families and those with special needs • Continue to coordinate communication with: o Patients and families o Law enforcement, outside government and non-governmental agencies, and media through the Liaison Officer and Public Information Officer o Agencies such as the American Red Cross (ARC) o National systems such as the National Emergency Child Locator Center, and National Emergency Family Registry and Locator System, when appropriate o Media outlets, missing children agencies, websites, call centers, and toll-free numbers as needed through the Public Information Officer • Meet with unit personnel to address ongoing issues • Continue Family Reunification Unit supervision, including monitoring, documentation, and safety practices • Provide updates to the Patient Family Assistance Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

FAMILY REUNIFICATION UNIT LEADER

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Family Reunification Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Coordinate a plan to address the ongoing needs of patients, families, and staff, in conjunction with the Logistics Section Employee Health and Well-Being Unit
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Patient Family Assistance Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Patient Family Assistance Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

FAMILY REUNIFICATION UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Local public health reporting forms ❑ Community resource directory ❑ Hospital resource directory ❑ Directory of communication and translation services ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SOCIAL SERVICES UNIT LEADER

Mission: Organize and manage support to meet patient social service requirements during a disaster, coordinating with community and government resources.

Position Reports to: **Patient Family Assistance Branch Director** Command Location: _____		
Position Contact Information: Phone: (____) _____-_____ Radio Channel: _____		
Hospital Command Center (HCC): Phone: (____) _____-_____ Fax: (____) _____-_____		
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
Receive appointment • Obtain briefing from the Patient Family Assistance Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Social Services Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of social services in the hospital and the community including: o Housing and shelters (e.g., hotels, motels, and community facilities) o Government authorized care sites o Medically fragile care sites o Food and water distribution centers and resources (e.g., Meals-on-Wheels) o Clothing distribution centers o Community warming and cooling stations o Medical transportation o Non-medical transportation, including bus routes, taxi and shuttle services, and handicapped or disabled transport services o Pharmacies, including 24 hour availability o Faith-based organizations o Pet and animal shelters o Interpreters or translation services o Child, adult, and dependent day care o Access to government services (such as food stamps, government aid, Federal Emergency Management Agency [FEMA] assistance centers) o Insurance response and coordination centers o American Red Cross (ARC), Salvation Army, other community resources		

• Assess current capabilities and project immediate and prolonged capacities to address needs based on current data, including coordinating needs of patients, families, and staff • Provide information to the Patient Family Assistance Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Social Services Unit personnel in collaboration with the Patient Family Assistance Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Meet with the Patient Family Assistance Branch Director to plan, project, and coordinate patient social service needs • Assess affected patients for social service needs • Coordinate use of hospital, hospital partner, and community resources • Ensure the provision of social services resources to children, families, and those with special needs • Provide guidance and recommendations to the Patient Family Assistance Branch director based on response needs • Implement communication with patient family members, as appropriate • Provide status updates to the Patient Family Assistance Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Consider development of a unit action plan; submit to the Patient Family Assistance Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Patient Family Assistance Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

SOCIAL SERVICES UNIT LEADER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Social Services Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• Continue to ensure that appropriate documentation is completed and that needs are being met
• Participate in the development of risk communication and public information that addresses social service concerns
• Meet regularly with the Patient Family Assistance Branch Director for status reports
• Advise the Patient Family Assistance Branch Director immediately of any operational issue you are not able to correct
• Relay important information and updates to unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Social Services Unit Leader role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Continue to ensure social service needs of patients and families are being met • Continue to ensure the provision of resources for social service to children, families, and those with special needs • Meet with unit personnel to address ongoing issues • Continue Social Services Unit supervision, including monitoring, documentation, and safety practices • Provide updates to the Patient Family Assistance Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Social Services Unit Leader role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Coordinate a plan to address the ongoing social service needs of patients, families, and staff, in conjunction with the Logistics Section Employee Health and Well-Being Unit		

• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Patient Family Assistance Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Patient Family Assistance Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Supply, equipment, and vendor directories ❑ Community resource directory ❑ Hospital resource directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication